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Addis Ababa University

Graduate School of Journalism and Communication

**An Exploratory Study of Organizational Strategic
Communication Practice: The Case of Armauer Hansen Research
Institute (Ahri)**

By

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An Exploratory Study of Organizational Strategic Communication
Practice: The Case of Armauer Hansen Research Institute (Ahri)

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Declaration

I confirm that this thesis is my original work and has not been submitted to any university, college, or other entity for an MA or any other purpose.

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Signature

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Abstract

The purpose of this study was to explore the role of communication in the practice of strategic communication in AHRI. The method used was qualitative and quantitative, and instruments included interviews, questionnaires, and document analysis. Purposive sampling was used in the context of the study on the role of communication in the practice of Organizational strategic communication at the Armauer Hansen Research Institute to select participants. The study examined different types and channels of communication, and determined the effectiveness of the organization's strategic communication practice. It is worth noting that more than 56% of employees in the communication practice sector have been working at the institute for more than three years, indicating a workforce with substantial experience. Although internal communications generally receive positive feedback, there are areas that require improvement, such as transparency, dependability, and prioritization. Some respondents expressed dissatisfaction with the quality and relevance of research findings communicated by the institute. The study recommended prioritizing communication skills, transparency, and dependability, updating the strategic communication plan regularly, and engaging diverse communication approaches.

Key words

Strategic Communication and practice

Armauer Hansen Research Institute

Non-Governmental Organization

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CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

The Armauer Hansen Research Institute was established 50 years ago with the support of Norway, Sweden, philanthropic organizations, foundations, and other donors. The institute mainly focuses on researching TB and Leprosy and training health professionals. The AHRI also supports university students in Ethiopia and partners with foreign universities. In 2004, it was managed by Save the Children of Norway and Sweden. AHRI conducted studies on Leprosy, participated in hospital-related research, and became independent in 2016 with the expansion of its research sections. The institute currently has 205 permanent and 105 contract staff, and it is expected to grow to over 350 in the next five years.

Generally, it is noted that most of the studies on factors affecting strategy practice are conducted in developed and emerging economies. There are limited studies conducted on organizations from developing economies and studies conducted on local organizations. Thus, the researcher found it interesting to study An exploratory Study of Organizational Strategic Communication Practice: In The Case of Armauer Hansen Research Institute (Ahri) All system of government depends on communication for their basic functioning. Communication is used to transfer information to the audience about the organization's mission and vision, policies, and procedures, tasks and duties, and various activities within the company (Farmer, et al. 1998).

The word communication is derived from the Latin word, (Communis), which means, "to share" (Ezezue, 2008). Consequently, this means sharing would enable one to partake and cooperate hence it is a social activity. However, if there are no common understanding results from the transmission of symbols (verbal or non-verbal), there is no communication (Donnelly, et al. 1984).

The flow of information inside an organization that helps to ensure that goals are understood, instructions are transmitted, and responses from various units and employees are received is referred to as communication.

According to Muller (2004) Communication, affects strategic Communication practice directly through its impact on the individuals involved in practice. On the other hand, communication encourages participation in strategy formulation, refinement, and practice, as well as enabling direct communication of corporate strategies once formulated. According to

the scholar mentioned above, and belief in the strategic vision, communication can create enthusiasm and motivation in order to achieve strategic.

Due to globalization, organizations are coming up with new strategies for doing business by sharing resources in new undertakings that create a competitive edge, adopting the latest technology, and changes in the ways communication is conducted in making decisions have been noted as some of the ways through which organizations have heavily relied upon. (Lubatkin, et al. 2013)

Strategy formulation and practice rely on dialogue, and communication is crucial for success. However, humans often interpret the world as volatile, fast-changing, and unpredictable. (Tourish and Hargie, 2004).

In addition, an organizational strategy also helps clarify the mission and ensures that all relevant teams are on the same page. This is crucial, as Muller (2004) argues that strategic communication is failing due to the lack of communication. Furthermore, communication gaps can hinder strategic communication practice. Thus, Hrebiniak (2013) highlights the importance of defining strategic communication and strategy practice, which involves allocating resources and engaging the right human resources in the undertaking.

Successful practice of strategic communication depends on the quality of information gathered during the strategic analysis stage, which must be effectively communicated to the desired target.

Strategic communication application involves translating a strategy into organizational action to achieve goals, combining structure, control systems, and culture for competitive advantage and improved performance.

In the similar way, the communication function's contribution to the organization's strategy formulation processes works most effectively when the communication head has the role of 'corporate communication strategist' at the top management level of the organization. The 'strategist' gathers, interprets, disseminates strategic intelligence regarding stakeholders and issues among decision-makers, and contributes to the development of the enterprise strategy. It is an influential role.

In addition, According to Defleur and Dennis, (1994), Communication and media undoubtedly have played a fundamental role in the development of a healthy relationship and

they often serve to bridge the gap between people with misinterpretations or to set a mutual sense of commitment. Indeed, communication plays an important role in all phases of relational relations.

Organizational communication plays a big role in creating communication links between individuals, groups, societies, and nations, but people do not always do well in communication and thus end up with misunderstandings or breakdowns in relationships. In addition to this, communication can be peace building of the industry for the achievement of the objectives and the plan of the factory. Negative communication results crisis in the organization. (Wanjama, et al. 2010).

1.2. Statement of the Research Problem

In Ethiopia's services sector, there are numerous institutions ranging from massive organizations with numerous workers and branches to smaller ones with few staff and only one site.

Operationally, all these organizations have to formulate strategies and ensure that all departments and personnel are working in tandem to implement these strategies. The strategies also need to be effectively communicated, throughout the organization so that they are implemented accordingly.

According to Heffron, et al. (2019), effective communication plays a significant role in enhancing work outcomes, including job satisfaction, organizational commitment, and performance. Similarly, according to the research findings of Lara et al. (2016), effective communication is vital for organizations to achieve their strategic objectives successfully. Furthermore, Fontaine and Haar (2015) proposed in their study that a lack of good communication might lead to poor decision-making and ineffective plan execution. As a result, properly implementing the organization's strategy necessitates excellent communication at all levels of the organization, as most difficulties stem from poor or inadequate communication (Ramokgadi, et al.2019).

Furthermore, research papers existing entitled The Role of Communication in Girls Education, Management, and other Firms. Additionally, In East African countries especially in Kenya, many studies have been conducted on the communication in strategic practice. Major Findings, on studies were Communication plays a significant role in the education of

girls. Effective communication improves the access and quality of education for girls, Communication is also crucial in management and firms. Effective communication leads to better decision making, collaboration, and team coordination. In East African countries, communication has been identified as a critical factor in strategic practice. Effective communication is necessary for successful practice of strategies. Case study method was applied when doing research, on the role of communication in girls' education, management, and firms could have involved case studies of successful or unsuccessful organizations. Not only this, Surveys and interviews: Researchers may have used surveys or interviews to gather data on the perception and experience of communication in different organizations and contexts. Experimental studies: Experimental studies could have been conducted to test the effectiveness of different communication strategies and their impact on organizational outcomes.

In 2022, Muhaba Hussien made an observation regarding strategy practice that highlighted the lack of clear communication as a critical challenge faced during the process. This means that organizations or individuals attempting to practice strategies often face difficulties because they are not able to communicate clearly enough. It could mean that they do not understand the strategy themselves, or they are unable to communicate the strategy to stakeholders effectively.

Bonk, et al. (1999) define strategic communication as a discipline that encompasses various activities and is a sub-domain of the communication field. It involves public relations, diplomacy, managerial communication, and advertising, and its purpose is to enhance the ability of organizations to communicate with a clear objective and achieve their strategic goals and activities, regardless of their profit or non-profit status, or whether they are state-owned or private.

According to Heath, 2001, Strategic communication is the intentional and planned dissemination of information to achieve specific goals. It requires planning, managing, and evaluating for effectiveness. Strategic communication involves the planned use of communication tactics to influence attitudes and behaviors.

Strategic Communication is planned in the following way : by Establishing goals and objectives, Assessing the context for efforts, identifying target audience(s), Making message(s) matter, Identifying messengers and tactics for communicating messages,

Measuring organizations impact, and creating a summary of the plan. (Workbook a: Creating a Communications plan (no date))

According to communication with the employees of AHRI, there are unsolved disputes and constraints that hinder the development of the institute even though AHRI became independent in 2016. Likewise, as per the preliminary survey of the researcher in AHRI, there is a high turnover of staff, employee dissatisfaction, lack of experienced professionals, and idle project budgets. Similarly, when approving Biomedical, Clinical, and Medical Biotechnology projects, the funders conduct a due diligence assessment of the institute and when detecting unsound or ineffectual practices. They are obliged to transfer the funds to other competent countries.

The Institute's interventions aimed at controlling the spread of tuberculosis (TB) in Ethiopia, which started as a pilot effort in 2006, were scaled up to a national program. The role of communication in awareness creation, community mobilization, and the adoption of new interventions was paramount to the success of the program.

According to Bandura (2002), communication is a means by which people acquire knowledge and skills. In the context of public health, communication can help to educate people about disease risks and prevention measures. In addition, the dissemination of knowledge about health interventions could help to promote the adoption of healthy behaviours and social norms.

For this study is the need to explore and understand the role of communication in organizational communication practice in developing economies, particularly in local organizations.

Therefore, the role of communication in organizational strategic communication practice is, leading lack of cohesion and effectiveness in conveying the organization's strategic goals and message internally and externally. As a result, stakeholders may be confused or misinformed, loss of trust and potential negative impact on the organization's success. So, the study of An exploratory Study of Organizational Strategic Communication Practice: In The Case of Armauer Hansen Research Institute (Ahri) could provide valuable insights that contribute to the existing literature.

1.3. General Objective

The general objective of this study was to explore Organizational Strategic Communication Practice: The Case of Armauer Hansen Research Institute (Ahri).

Specific Objectives

- To assess the role of internal communications as a component of Armauer Hansen Research Institute's strategic communication practice
- To identify the channels of communication adopted by Armauer Hansen Research Institute
- To find out the type of communication used in overall organizations strategic communication practice.
- To determine the effectiveness of the organization's strategic communication practice

1.4. Research Questions

- How does internal communication contribute to Armauer Hansen Research Institute's strategic communication practice?
- What are the communication channels utilized by Armauer Hansen Research Institute for their strategic communication practice?
- What type of communication is incorporated into Armauer Hansen Research Institute's overall strategic communication practice?
- How effective is Armauer Hansen Research Institute's strategic communication practice?

1.5. Significance of the Research

The title “Organizational Strategic Communication Practice: In The Case of Armauer Hansen Research Institute (Ahri)” holds immense importance with respect to the study. It highlights the significance of effective communication in achieving strategic goals and objectives. Additionally, the study will contribute towards augmenting the existing knowledge about communication efficacy in different organizational contexts. Therefore, the findings from this research can prove valuable for strategic communicators, communication professionals, and researchers focusing on organizations.

1.6. Scope of the Study

In general, the scope of the study was to explore Organizational Strategic Communication Practice: In The Case of Armauer Hansen Research Institute (Ahri). Even though there were about 160 research Institutes in Ethiopia that were currently experiencing a crisis, this research was limited geographically only to the Armauer Hansen Research Institute. To

collect the necessary data, the study employed both qualitative and quantitative type of approaches.

1.7. Limitations of the study

Strategic communication and its practice is a relatively new concept in organizations and discipline in Ethiopia by itself. As such, this affected the responses from the sample population. This was compounded by the fact there is little knowledge on strategic planning by most members of the Institute.

1.8. Organization of the Thesis

The focus of the study was to gain insight into the various forms of communication used in strategic communication practices, including internal and external communication, while also assessing the types of communication channels employed, such as formal and informal channels. Moreover, the study aimed to evaluate the critical role communication plays in the successful practice of an organization's strategic communication plan. The study was conducted exclusively on Armauer Hansen Research Institute and not widely applicable to other organizations; however, it may lend valuable insights to other organizations, both locally and globally, with regards to improving their strategic communication practices. The study applied mixed methods, incorporated a sample size consisting of permanent, and contract employees from various departments of AHRI. Structured and semi-structured interviews and surveys were used to collect data. The primary goal of the study was to gain a comprehensive understanding of communication effectiveness within AHRI and assess recommendations to enhance communication strategies and processes within the organization.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

This part of the study reviews related works of literature on the role of communication as a constituent of overall organizational strategic communication practice. And also defines strategy and practice, level of strategy, conceptual framework of Strategic Communication, Channel of communication, the types of communication for driving strategy practice, models that support strategy practice, and roles of communication in strategic communication practice, in addition to this literature on how communications promote strategy practice within the organization.

2.2. Communication

2.2.1. Definition of Communication

Communication is the process of exchanging information, thoughts, ideas, and feelings between individuals or groups. It involves the transmission and reception of messages through various channels such as verbal, nonverbal, written, or visual means. The source of communication can be a person, organization, or any entity that initiates the act of conveying the message. The source is responsible for encoding and transmitting the message to the receiver.

Communication can be viewed as a process within which individuals share meaning. Participants must understand (cognition) the meanings of the communication. Bad communication may result in effectiveness barriers – how effectively a received message's meaning affects conduct in a desirable way (Holm, 2006).

One can assume that communication is intended to bring about a response moreover, meaning is exchanged via symbols. However, all parties should have a common view on the meaning of these symbols. The senders' and receivers' understanding must overlap at some point. Strategy, as the direction of the corporation, can be identical (McCarthy, 2000).

Managers play a key role in strategic communication and middle management in particular represents a vital conduit within communication channels. Senior executives, the architects of strategies, mostly concern themselves with the big issues and important changes in strategic direction. Frequently, the communication of senior executives is formal, and public does not

increase trust, especially emotional trust associated with behavioral change (Larkin and Larkin, 2006)

Communications systems should be in places that support the sharing of company information and engaging commitment (affective) which results in employees' understanding, identification with, and involvement in the goals and values of the organization (Jacobs, 2006). Vertical communication has been shown to be a strong predictor of commitment; however, horizontal communication (task-related) is most effective in strengthening work-group commitment (Bartels, et al. 2010).

Two serious steps required to attain effective communication during strategic plan practice include facilitating legitimization processes, and addressing multiple communication processes simultaneously. Legitimization can be achieved through peer- and collaborative processes (discussions in teams). Employing multiple communication processes could involve parallel use of face-to-face, teams, written documents, digital documents, feedback sessions, and other forms (Huebner, et al. 2008).

2.2.1.1. Channels of communication

The last variable is the channel of communication, namely the formal and informal channels. Gulam (2010) indicated that the formal communication channel involves official messages and news that flow through recognized channels or routes officially laid by the organization. Such communication is well planned and intentional and occurs across all levels of the organization, such as between entry-level employees and their supervisor, among employees at the same level, or between the top management and departmental managers (Gulam, 2010).

Gomez and Dailey (2017) pointed out that the types of formal communication that are widely utilized in organizations include the following: official memos or notices, e-mails, conferences, structured meetings, employee handbooks, and company magazines. According to Turkalj and Fosic (2009), the main disadvantage of organizations that rely heavily on formal communication is information overload. Too much information given in short spaces of time can become a burden to employees and lead to inefficiencies.

In contrast, Kaplan (2014), found that formal communication has the following notable advantages to organizations: it is effective and dependable, it provides accurate information the majority of the time, and it has documentary evidence that can be used for future reference. Informal communication, on the other hand, considers the socio-characteristics of

the employee as an individual in the organization. It is largely unofficial and outside the officially designed channels (Gulam, 2010).

According to scholars, effective communication is essential for successful strategic communication practice. Channels of communication play a key role in the transmission of ideas, messages, and information from the sender to the receiver. The choice of communication channel depends on several factors, including the complexity of the information, the urgency of the message, the audience's preference, and the nature of the message.

According to Berlo (1960) communication process model, there are five channels of communication: written, oral, visual, nonverbal, and electronic. The selection of the appropriate channel depends on the message's nature, purpose, and receiver's characteristics. For example, a complex and detailed message may require a written or visual channel; a sensitive message may require a face-to-face oral channel, and a time-sensitive message may require an electronic channel.

Another scholar, Grunig and Hunt (1980), proposed a four-stage communication model with many channels. The concept is referred to as one of the “four models of public relations.” The news agency/publicity model, the public information model, the two-way asymmetrical model, and the two-way symmetrical model are among them. The models illustrate many methods to communication, with each requiring a unique set of channels to meet their communication goals.

2.2.1.2. Types of communication

Organizations use various communication types to send suitable and detailed messages to employees. Raina & Roebuck (2016).

According to Wambui, et al. (2012:2), there are two main types of communication; these include verbal communication and nonverbal communication. According to Olds College OER Development Team (2015), verbal communication includes speaking, listening, and writing. The sender utilizes words and letters to code the information and speaks the message verbally to the receiver; the receiver then decodes the words for understanding and meaning. This type of communication forms an important part of the professional world as it is used to create work relationships, increase productivity, and ensure organizational success.

Presentations, discussions, meetings, and formal, and informal conversations are some of the examples where verbal communication is used (Paramitha, 2018).

According to Bechmann and Lomborg (2013), communication can be categorized into different types such as information dissemination, persuasion, dialogue, and participation. Information dissemination refers to one-sided communication where one party is delivering the information to the other without any feedback or response. Persuasion is a type of communication where the speaker tries to change the opinion or behavior of the audience. Dialogue, on the other hand, is a two-way communication where both parties exchange information, and participation refers to involving the stakeholders in the decision-making process.

The role of communication is crucial in strategic communication practice. Scholars such as Ledingham, et al. (1998) have emphasized the importance of communication in building relationships and reputation management. According to them, communication plays a critical role in establishing and maintaining trust, reducing uncertainty and ambiguity, and coordinating and controlling information flow.

In addition, scholars such as Grunig and Hunt (1984) have proposed the four models of communication that influence strategic communication practice, including press Agency /publicity, public information, two-way asymmetric, and two-way symmetric. According to them, the model that organizations choose to adopt has an impact on the success of their communication efforts.

2.2.2. Strategic communication

Communication is no longer merely a transmission of information. With the development of strategic communications systems, we now know that effective communication is viewed as a critical organizational management tool. With the onset of the digital revolution, there are now numerous ways to message and communicate, be it to one person or thousands.

More and more in the workspaces of today, strategic communications, or the practice of using communications in a strategic way to achieve goals, is being used for both internal and external communications.

2.2.3. The purpose of strategic communications

The purpose of strategic communications can be revealed by answering the following questions:

- Who do you need to reach with your message, and why? What will the content of your message be? How and when will you deliver this message? In addition, which channels will you use?

Strategic communications processes help organizations effectively communicate and engage with key audiences by distributing compelling, consistent messages. The ideal outcome promotes the achievement of specific goals and objectives. Strategic communications are important because they help organizations effectively communicate specifically targeted messages, goals, and values to key addressees to achieve known objectives. This can include building support for a particular policy or initiative, shaping public opinion, or managing a crisis. Strategic communications can also prevent the circulation of erroneous information. An effective plan empowers employees to work from and maintain a single source of truth, and this is imperative for consistent, reliable messaging. Moloney, (2021)

Well-structured strategic communications, be they internal or external, make knowledge available within a company, or bring more knowledge into a company – and this allows better engagement and a competitive edge. Strategic practice (2023)

2.2.4. Strategic Communication practice

Many institutes prioritize strategic plan creation and practice by dedicating significant amounts of financial and physical resources, personnel, and time to formulate their goals and strategies. Gartenstein, et al.(2000) agreed by stating that strategic plan formulation and practice are important because they insure that organizational goals are set while allocating the necessary time, resources, and personnel toward achieving the objectives.

Research by Kabeyi (2019) has estimated that 70% – 90% of organizations fail to realize the success of implementing their strategic plans only 63% of financial objectives envisioned by companies' strategies are achieved, and strategic plans most often fail because of ineffective practice.

Kabeyi (2019) explained that the challenges that prevent practice could be grouped into internal factors within the organization and external factors that are beyond the control of the

organization. Kabeyi (2019) emphasized that the volatile global economic situation, limited resources, and political interference are the most notable challenges that affect organizations. Multiple internal factors affect strategy new strategies often require new ways of doing things, new processes, and new ways of thinking. These changes can be met with resistance if they are not introduced well throughout the organization. Poor communication is one of the critical barriers to the practice of strategies (Ramokgadi, et al.2019).

There are several ways, of ensuring practice. Kabeyi (2019) believed that ensuring alignment between the new strategy and existing organizational culture and structure is an effective way of enhancing the practice of strategies. Establishing the alignment will also ensure that the practice process runs smoother, without any major issues. Effectively managing the organization's resources through prioritizing is another method of overcoming the implementation challenges. Managers should aim to allocate and distribute resources based on the potential value to be derived from the area to which they are allocated.

Organizations should concentrate on strategies that will 'milk the cash cow' first and then allow the success to filter through to the other areas of the organisation. The importance of managing change well is clearly important for effective strategy practice. Managers can help manage change by having a logical overview of the strategy map that clearly shows the value of the proposed change to the entire organization. (Hrebiniak 2008), and (Riemersma, 2017).

In order for strategies to be practiced well in an organization, every aspect of the strategy needs to be communicated effectively throughout the entire workforce of the organization (Andersson, et al. 2018).

The empirical results of the study by Engert and Baumgartner (2016) revealed that internal communication processes play an important role in managing change. Effective communication at all levels of the organization helps in transferring the correct and useful information relating to the strategies, which have been created.

In order for communication to be effective, Lunenburg, et al. (2008) advised that the organization should be structured in a way that allows information to be communicated in three specific ways: horizontally, upwards, and downwards. A clear understanding of strategy practice activities breeds affective commitment and dedication. This ultimately results in improved business performance, and practice of organisational strategies (Shonubi et al. 2015). As observed from the prearranged paragraph, one of the solutions to ensure strategic

communication practice is to have effective communication. Therefore, the following sections will focus on communication and highlight the different attributes of communication, which are vital for strategic communication practice.

2.3. Theoretical Framework

For Galtung (1985), “a theory is a set of assumptions structured by a relation of implication or inference” (p. 451).

Kaplan (1964) defines theory as a group of related generalizations that indicate new observations, which can be empirically tested to explain or predict.

According to Littlejohn (1989), any attempt to explain or create a representation of an aspect of reality is a theory.

Stam (2007) defined a theory as the systematic organization of knowledge, which can be applied to problem solving.

As a result, basic conditions with theories are more useful than performing it instinctively or through practice. Many hypotheses and models are revealed in this research to help ground the case. In this sense, Cognitive theory, Expectancy theory, Balanced Scorecard theory, and Stakeholder theory appear to be the primary theories in the fields of communication, specifically strategic communication.

2.3.1. Cognitive theory

Cognitive theory is used as a bridge between strategy practice and the employees, especially the focus of middle management. This cognitive focus would be seen as an emphasis to explore how these individuals make sense of the practice of a strategic change how their perception is affected and how these perceptions influence later actions (Nguyen 2009).

The cognitive theory is concerned with how people absorb and interpret information, and how this shapes their behavior. The cognitive theory implies that in the context of organizational strategic communication execution, employees and stakeholders understand communication messages differently, which can alter their behavior and perceptions of the organization.

The cognitive theory focuses on how individuals process and interpret information and how this influences their behaviour. In the context of organizational strategic communication practice, the cognitive theory suggests that employees and stakeholders interpret

communication messages differently, which can affect their behaviour and perceptions of the organization.

According to Brønn, et al. (2003), the cognitive theory can be applied to strategic communication by examining how individuals interpret and make sense of organizational messages. They argue that organizations should focus on creating messages that are clear and easy to understand, as this can help to avoid misinterpretations and misunderstandings.

Similarly, Heath and Ofsowitz (2003) advocate for organizations to employ cognitive tactics such as framing to impact how stakeholders interpret communication messages. They contend that by structuring messages in such a way that specific features are highlighted, organizations can influence how stakeholders see the issue at hand.

Finally, Fiske et al. (1991) contend that different cognitive schemas (mental frames) influence how people receive and understand information. An individual with a cognitive schema of skepticism towards authority, for example, may understand organizational communications differently than someone with a schema of trust. When establishing communication messages and tactics, organizations should keep these individual variances in consideration.

Overall, cognitive theory gives valuable insights into how people receive and process information, which can help to inform the creation of efficient organizational strategic communication practice.

2.3.2. Expectancy theory

Expectancy theory is used to explain a more complex relationship of individual commitment or motivation to pursue a strategic practice where a correlation of the middle manager goals and the organization goals is one important affecting variable (Guthet, et al. 1986). The Expectancy theory, proposed by Victor Vroom in 1964, is a motivation theory that explains how individuals make decisions regarding their actions and efforts based on their expectations of the outcomes. According to this theory, people's motivation to engage in a particular behavior is influenced by three factors: expectancy, instrumentality, and valence.

Several authors have explored the function of communication in strategic communication practice in relation to the Expectancy thesis. O'Reilly is one such expert, arguing in 1989 that

communication is critical in shaping employees' views about anticipation and instrumentality, which influences their motivation and participation in organizational goals.

Another scholar, Wilson (1996), emphasized the importance of effective communication in building accurate expectations and conveying instrumentalities to employees. Wilson highlighted that clear and timely communication can enhance employees' belief in the link between their efforts and desired outcomes, thus increasing their motivation.

Furthermore, Liden et al. (1997) conducted a study in which they found that communication is positively related to employees' perception of expectancy and instrumentality. The study revealed that when communication is effective, individuals perceive high levels of expectancy and instrumentality, which leads to higher motivation and performance.

In summary, scholars such as O'Reilly, et al. (1980) have recognized the significant role of communication in strategic communication practice and its relation to the Expectancy theory. Effective communication can influence employees' beliefs regarding their expectations and instrumentalities, thereby enhancing their motivation and engagement toward achieving organizational goals.

2.3.3. Balanced Scored Card

Balanced Scored Card, which is the tool for strategy formulation and practice. According to Li, et al. (2008), Organizational communication is critical in training, knowledge distribution, and learning during the strategy practice phase. clear and accurate communication on the necessity for the strategic shift and the logical change process, as well as their impact on employees' status quo, is required for an effective strategy practice process.

The balanced scorecard (BSC) is a strategic management tool that comprises a set of indicators to measure organizational performance and progress toward achieving strategic goals. Communication plays a crucial role in the practice of the BSC, as it fosters a shared understanding of strategic objectives and facilitates the alignment of organizational activities with the overall strategy. Numerous scholars have studied the relationship between the BSC and strategic communication, as outlined below.

Kaplan and Norton (1996) the founders of the BSC concept, emphasize the importance of clear communication in strategic management. In their seminal work, "The Balanced Scorecard: Measures that Drive Performance" (1992), they argue that effective

communication of strategic goals is necessary to align employees' actions with the organization's strategy and to create a shared understanding of the BSC throughout the organization.

Similarly, Sia, et al. (2004) highlight the role of communication in diffusing the BSC across organizational boundaries. They argue that communication is necessary to overcome resistance to change and to create a shared vision of the BSC's goals, objectives, and metrics.

Henisz, et al. (2005) stresses the importance of transparent communication in the practice of the BSC, particularly in the context of multinational corporations. They argue that clear communication is necessary to ensure that the BSC is perceived as a legitimate and fair performance management tool across different cultures and regions.

Another scholar, Zhang (2009), underlines the role of effective communication in making a sense of ownership and responsibility among employees regarding the BSC. He posits that communication should be used to foster a shared understanding of the BSC and to encourage employees to take ownership of the metrics and targets related to their activities.

Overall, scholars agree that effective communication is necessary for the successful practice of the BSC. It enables the creation of a shared understanding of strategic objectives, aligns organizational activities with the overall strategy, and fosters a sense of ownership and accountability among employees.

2.3.4. Stakeholder Theory

Waddock and Graves (cited in Sadler,2003) identified in their study of the Fortune 500 Reputation Survey links between positive stakeholder relationships, especially with employees, customers and communities, which results in solid financial performance (cited in Sadler 2003, 55).

Kirf and Rolke (2002), support that these groups have decisive influence on organizational welfare. Their suggestion is communication by a 360° radar, supporting that stakeholder orientation represents value and needs special skills of both marketers and communicators since providing important tangible contributions through improved relationships.

The Stakeholder theory suggests organizations should prioritize stakeholders' interests in decision-making, ensuring clear and consistent communication about the organization's goals, values, and activities to customers, employees, shareholders, suppliers, and the community.

Scholars have recognized different ways in which communication can support the stakeholder theory. For example, Freeman (1984) argues that communication is a crucial tool for building relationships with stakeholders. He suggests that organizations should engage in on-going dialogue with their stakeholders to establish mutual understanding and trust. Communication can also help ensure that stakeholders have access to accurate and useful information, which can help them make informed decisions and take appropriate actions.

Other scholars have emphasized the importance of communication in addressing conflicts between stakeholders. For instance, Mitchell, et al. (1997) suggest that communication can be used to identify and resolve conflicts between stakeholders' interests. They argue that by engaging in open and transparent communication, organizations can help stakeholders understand each other's perspectives and find common ground.

Overall, the stakeholder theory emphasizes the importance of communication in building relationships with stakeholders and ensuring that their interests are taken into account. Effective communication is essential for implementing strategic communication plans that consider stakeholder needs and preferences. Scholars have identified various ways in which communication can support the stakeholder theory, such as by facilitating dialogue, ensuring access to information, and resolving conflicts.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

The research methodology in a research paper or thesis is to provide a detailed explanation of the methods and techniques used to conduct the study. This chapter outlines the framework or approach employed, including the design, data collection methods, sampling techniques, research instruments, and data analysis procedures.

3.2. Research Design

Research can be approached in two fundamental ways: qualitative and quantitative. To explore the practice communication in organizational strategic communication, a mixed-methods research approach is suitable. This research design involves using both quantitative and qualitative research methods to gather and analyze data. Quantitative research approaches, such as surveys and questionnaires, are employed to collect data on the effects of the institute's communication efforts, while qualitative research methodologies, such as interviews and focus groups, investigate stakeholders' experiences, attitudes, and perceptions of communication tactics. According to Creswell and Clark (2017), mixed-methods research is particularly suited to examining complex phenomena, since it allows for the collection and analysis of both quantitative and qualitative data.

The case study research design is particularly valuable in social sciences, including communication studies, as it allows researchers to explore complex social constructs or concepts that cannot be easily quantified.

Descriptive research design is used for the title "The Role of Communication in Organizational Strategic Communication Practice" because it aims to provide a comprehensive and accurate description of a phenomenon or situation. In this case, the research is focused on understanding the role of communication in organizational strategic communication practice, including its patterns, characteristics, and relationships.

This research design is useful for several reasons, for instance: To understand the current state because it allows researchers to gather information about the current practices and patterns of communication within organizations. It helps to identify the strategies, tools, and techniques being used in strategic communication practice, as well as the roles and

responsibilities of individuals involved. To Identify trends, By gathering descriptive data, researchers can identify trends and patterns within organizational communication practices. This can help organizations understand the effectiveness of their current communication strategies and identify areas for improvement or optimization. To nform best practices because, its findings can contribute to the development of best practices in organizational strategic communication. By identifying successful communication practices and their impact on organizational outcomes, this research design can inform the development of guidelines and recommendations for effective communication strategies.

Therefore, the descriptive research design is beneficial for exploring and understanding the role of communication in organizational strategic communication practice. It allows for a comprehensive examination of current practices, helps identify trends and patterns, supports decision-making, and contributes to the development of best practices.

3.3. Sampling Technique

3.3.1. Population of the study

Many health-related organisations and institutions in Ethiopia have a strategic plan. The researcher cannot cover all of them due to time constraints and population size. As a result, the AHRI is the focus of this study, particularly those who have worked in the organisation for the last five years; in this case, the study population may include employees or stakeholders involved in the Armauer Hansen Research Institute's strategic communication practice. Managers, communication officers, research team members, and other relevant personnel who can provide insights into how communication strategies are established and implemented inside the organisation will be included. The scope and purpose of the study may influence the size of the study population. To carry out this research, the The initial stage in carrying out this research was to determine the overall number of populations. The total number of personnel employed by AHRI is currently 310.

3.3.2. Sampling Technique

The process of selecting participants for a research study based on specified criteria or traits judged relevant to the research issue is referred to as the purposeful sampling technique. Purposive sampling was used in the context of the study on the role of communication in the practice of strategic communication at the Armauer Hansen Research Institute to select

participants who have a direct role in practicing communication strategies at the institute or who have a deep understanding of the institute's communication practises and challenges.

To justify, Scholars who have written on purposive sampling include Patton (1990), who highlights the importance of selecting participants based on their relevance and importance to the research question. Similarly, Creswell and Plano Clark (2018) emphasize that purposive sampling involves selecting participants who have specific characteristics or experiences that are important to the research question.

In terms of the role of communication in the practice of strategic communication at the Armauer Hansen Research Institute, scholar such as Cornelissen (2014) have highlighted the importance of strategic communication in organizations and its role in achieving organizational goals.

The number of samples collected from 310 employees using purposive sampling for a case study research design is determined by the sampling selection technique outlined below.

Regarding the specific objectives listed in specific objectives, the number of samples required will again depend on the research question and the level of analysis needed to address each objective. For example, to assess the role of internal communication, a sample of employees who are involved in or have knowledge of the communication process was selected. To find out the channel of communication used, a larger sample of employees from different departments is needed. In this study, the researcher selected a purposive sample of 32 respondents, consisting of 20 employees, 5 management personnel, 2 office directors, and 5 other stakeholders. The selection of the key respondents and stakeholders was based on definite criteria related to the research objectives and the features of the case under investigation. For the key informants, The researcher used the purposive sampling technique to identify individuals who have a rich and diverse familiarity, Knowledge, and experience relevant to the research topic.

The Researcher also well thought out their willingness to participate and their availability during the data collection phase. For the selection of the five stakeholders, the researcher used purposive sampling techniques to ensure a representative sample that includes a range of perspectives and interests. These stakeholders were believed important because of their roles and involvement in the case and their input adds value and gravity to the analysis. The sample size was determined based on the research objectives and the need for participants with relevant knowledge and experience in strategic communication practice. The population

size is 310 employees, but the number of samples were taken using purposive sampling depend on the study's sampling criteria and selection process.

3.4. Data Collection Tools

3.4.1. Sources of Data

According to Kumar (2011), there are two types of Data, Primary and secondary. The former is a type of data accomplished all the way through direct communication with the involved bodies or informants through in-depth interviews and vital observation. Secondary data, on the other hand, is to gather significant responses from current records, such as books, research, reports; conference minutes magazines, newspapers, libraries etc. (Kumar, 2011). This research relies both on primary and secondary sources of data.

3.4.2. Data Collection Tools

There are various data collection tools available for the case study design, including interview, questionnaire, and survey, observation, and document analysis. The selection of these tools depends on the nature of the research question and the availability of data.

According to Yin (2018), the case study design should involve multiple sources of evidence, which can be collected through questionnaire, content analysis, in-depth interviews, semi structured interviews. This approach enhances the validity and reliability of the data collected, as researchers can cross-validate the findings from different sources.

3.4.2.1. Interviews

Interviews are the most commonly used data collection tool in case study research. They provide an opportunity for researchers to gather in-depth perspectives and opinions from participants.

In-depth interviews are crucial for understanding and defining the role of communication in organizational strategic communication practice.

Rich and nuanced understanding: In-depth interviews allow researchers or practitioners to gather detailed and comprehensive information about communication practices within an organization. It helps explore various perspectives, experiences, and motivations related to communication, providing a more holistic understanding of its impact on strategy.

Contextualization: By conducting in-depth interviews, one can uncover the specific organizational culture, dynamics, and contextual factors that shape communication practices.

This contextualization enables a more accurate assessment of how communication operates strategically within the organization.

Identifying gaps and opportunities: In-depth interviews help identify gaps or inefficiencies in organizational communication, which may hinder the effectiveness of strategic objectives. Interviewees' insights can reveal potential areas for improvement or untapped opportunities, leading to more effective communication planning and implementation.

Enhancing communication strategy alignment: In-depth interviews enable a better understanding of how communication aligns with overall organizational strategy. Through interviews, one can assess whether communication practices are in sync with strategic goals, leading to better alignment and integration across different departments or teams within the organization.

Therefore, in-depth interviews provide valuable insights and a deeper understanding of the role of communication in organizational strategic communication practice. They enable professionals to identify challenges, assess alignment, and optimize communication strategies, contributing to the overall success of the organization. (Smith, 2019).

According to Wimmer, et al. (2014), an individual in-depth interview is a qualitative research technique that involves conducting an intensive individual interview with few respondents to explore their perspective on a particular idea, program, or situation. Assuming the above scholars' idea, the researcher used the semi-structured interviews for five employees (Directors, and the Communication dept. or PR actioners). At the time of the interview, the researcher taken notes quickly and used easily accessible recording tool like mobile to sure what the interviewees all talk.

3.4.2.2. Questionnaire

Based on the above discussion and depending on the theories, the questionnaire was used as a data collection instrument. It is a means of electing the feelings, beliefs, experiences, or attitudes of some sample of individuals.

There are several data collection tools that can be used in a case study design, but questionnaires are a popular choice. Questionnaires are a structured set of questions that can be administered to the participants to gather data on their attitudes, beliefs, behaviors, and experiences Unknown (n.d).

Using Google Forms and questionnaires as a data collection instrument is a widely accepted practice in research. Researchers use questionnaires as a means of collecting data on

attitudes, beliefs, experiences, or behaviors of participants. There are several data collection tools available for a case study design, but questionnaires are popular due to their structured format and ease of administration. Google Forms is a free online survey tool that has become increasingly popular for research studies. With its user-friendly interface and the ability to easily integrate with other Google tools, it makes data collection and analysis a convenient and accurate option. Additionally, using Google Forms allowed the researcher to distribute the questionnaire quickly and efficiently to a large sample size. (Chen, et al 2019)

The questionnaire is designed using a combination of closed-ended questions, likert scale ratings, and multiple choice options. It allows respondents to easily select their responses by putting a checkmark (✓) in the provided spaces.

The questionnaire is based on gathering information for a study on communication in strategic communication practice at Armauer Hansen Research Institute (AHRI). It aims to collect data on internal communication, channel of communication, types of communication, and the importance of communication in the success of the organization's strategic communication.

The questionnaire is designed to gather data for an academic study and aims to ensure the success and reliability of the research. It is important to understand the communication practices, channels, and importance in order to improve strategic communication at AHRI. The questionnaire allows for voluntary participation and ensures the anonymity of participants.

It is essential to keep the questionnaire concise and limit the number of questions to maintain participant interest and attentiveness. Open-ended and close-ended questions have different advantages, and researchers often use a combination of these types of questions to gather targeted data. (Chen, et al 2019)

In conclusion, the use of questionnaires and Google Forms as data collection instruments is a valid and common practice in research. It allows researchers to gather data on participants' attitudes, beliefs, experiences, and behaviors quickly and efficiently. Combining different data gathering strategies, such as document analysis, further strengthens the research design and provides a comprehensive understanding of the research subject.

The questionnaire has 35 questions divided into 6 parts, covering demographic data, internal communication, channel of communication, types of communication, the importance of communication for organizational success or changes. Therefore, it may take at least 20-30 minutes to complete the questionnaire.

According to Krosnick, (1999) it is recommended to keep the questionnaire concise, consisting of 30 and above questions that can be completed within 30 minutes. This helps to maintain the participants' interest and attentiveness. As the number of questions increases, participants may speed up or satisfice, negatively influencing the quality, reliability, and response rates of the questionnaire.

3.4.2.3. Document analysis

Document analysis is commonly used as a component of mixed method research because it allows researchers to gather and analyze data from existing sources, such as official documents, personal records, and public archives. By incorporating document analysis in mixed methods research, researchers can gain a deeper understanding of the research topic by combining qualitative and quantitative data. This approach enhances the validity and reliability of the findings, as it allows for triangulation of data from multiple sources and perspectives, thus providing a more comprehensive and well-rounded analysis of the research problem. Additionally, document analysis allows for longitudinal studies by analyzing historical or previously recorded data, and it also enables researchers to explore the contextual factors that may influence the research topic, providing a richer understanding of the phenomenon under investigation.

3.5. Data collection procedures and method of analysis

3.5.1. Procedures

In order to receive ample support for monitoring and gathering information, the institution manager contacted initially. Subsequently, the researcher explained the study's objective and method for completing the questionnaire to the participants. Furthermore, when the participants had any questions or confusion, the researcher explained their hesitations during the questionnaire's administration. Then, the researcher delivered the questionnaire to the participants via the “drop-off” method. To support the clause in the quote, that the researcher will clarify any participant's questions or confusion during the questionnaire's administration, a study by Tourangeau and Smith (1996) found that using continuation probes during surveys can lead to a reduction in response errors. Afterwards, the questionnaire picked up and the responses were methodically organized. This process also applied to interview responses as well. Lastly, the collected data will undergo editing through data cleaning, coding, and

verification, and will then be analysed in both quantitatively and qualitatively. (Creswell, et al. 2014).

3.5.2. Method of Data Analysis

Githinji (2014), defined data analysis as the process of editing and reducing collective data to the appropriate size, developing summaries, looking for patterns, and using statistical methods. The collected data were analyzed using both qualitative and quantitative analysis methods. Qualitative data were analyzed using thematic analysis to identify key themes and patterns in the data. Quantitative data were analyzed using descriptive statistics and inferential statistics to identify significant differences and relationships between variables.

3.6. Validity

According to common knowledge of research principles, a research instrument is valid, if it measures what it is intended to measure and accurately achieves the purpose for which is designed. In this study, the researcher will consider validity. To ensure the accuracy and consistency of the study titled "An exploratory study of Organizational Strategic Communication practice," both validity and reliability evaluated. Validity refers to the degree to which the study measures what it claims to measure. In this case, the study aims to measure the impact of communication on the successful practice of strategic communication. To confirm validity, the researcher was used reliable and valid communication and strategic communication theories as the foundation for the study. Cresswell, et al. (2014).

3.7. Reliability data

Reliability refers to the consistency of the results obtained by the study. In this case, the reliability of the study can be ensured by using consistent methods of data collection and analysis. For instance, the researcher will administer the same questionnaire to all participants and use the same data analysis techniques to derive conclusions. By ensuring both validity and reliability, the study results will be more accurate and trustworthy (Cresswell, et al. 2014).

3.8. Ethical considerations

The research conducted in accordance with ethical principles, including informed consent, confidentiality, and voluntary participation. Prior to conducting the interviews, participants provided with an information sheet that outlines the purpose of the research, their rights to withdraw from the study at any time, and the assurance of anonymity and confidentiality. Agreement obtained from participants before conducting the interviews (Smith, 2021).

In conclusion, the study conducted in agreement with ethical principles, assuring participants' informed consent, confidentiality, and voluntary participation.

Chapter Four

Presentation and Analysis of Data

4. Introduction

The acquired data was thoroughly analysed and interpreted in this chapter. A deeper understanding of the Practice Organisational Strategic Communication in the Case of Ahri was reached by linking the results to the major issues mentioned in the literature review and the research questions raised in chapter one. The data was analysed using Google Form for descriptive, and the resulting conclusions were described with a clear interpretation provided. The chapter concentrated on the presentation, interpretation, and discussion of survey results, providing important insight into the subject matter at hand.

4.1. Sample and Response rate

For the purpose of this study, the researcher distributed 27 questionnaires to employee respondents (employees that are related to communication and strategy) assuming to collect all of them filled. However, among the responded 27 questionnaires, 2 were rejected due to poor data quality. The remaining 25 valid questionnaires were sufficient with a response rate of 92.59% and 5 employees from the top management were interviewed.

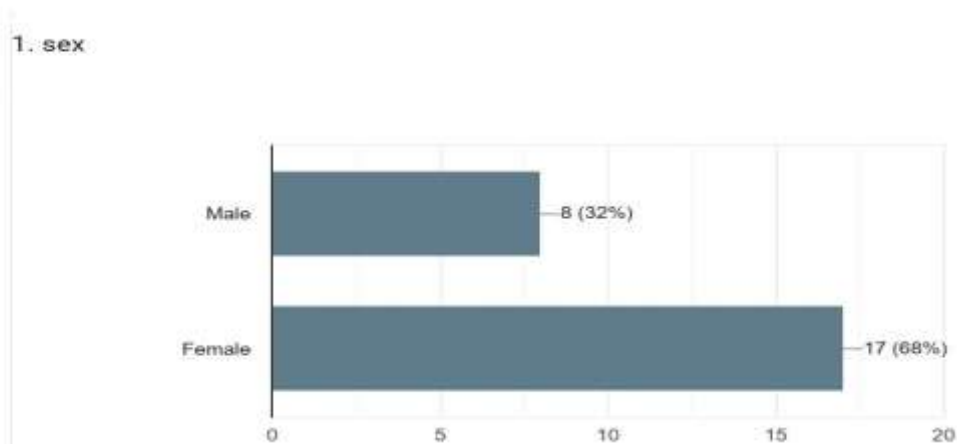
4.2. Demographic Composition of Respondents

In this section of the analysis, the demographic data of the respondents was appropriately analysed using descriptive data statistics, which consists of the use of frequencies and percentages. Demographic variables such as, Gender (Sex), Age, Educational background, Job Position and Experience of respondents were analyzed.

4.2.1. Gender of Respondents

According to respondents' response, 17 were female respondents (68%) and 8 (32%) were male. Hence, this indicates the Institutes work positions and employee number dominated by females with comparing the total number of males and female employee of the Institute.

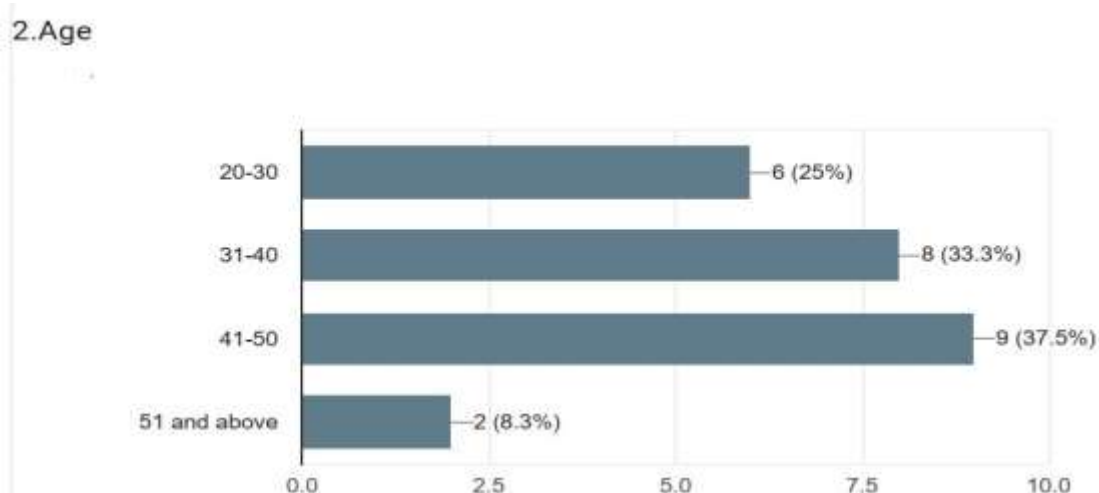
Figure. 4.1. Bar Chart on Gender Distribution



4.2.2. Age of Respondents

The human resource capacity of the Institute indicates about the potential of the organization in strategic communication practice. Out of the total 27 respondents, and 6 (25%) respondents were under the age interval between, 20-30 year, 8 (33.38%) respondents were age 31-40 year, 9 (37.5%) respondents were the age of 41-50 year, and 2 (8.3%) are at the age 51 and above. Institute employees are assumed with energetic human power since out of 100% of the total respondents 25% are under included under the age of 20-30 intervals and 33.38% respondents were under the age interval between 31-40 years, half and above or 14 which make altogether 58.38%.

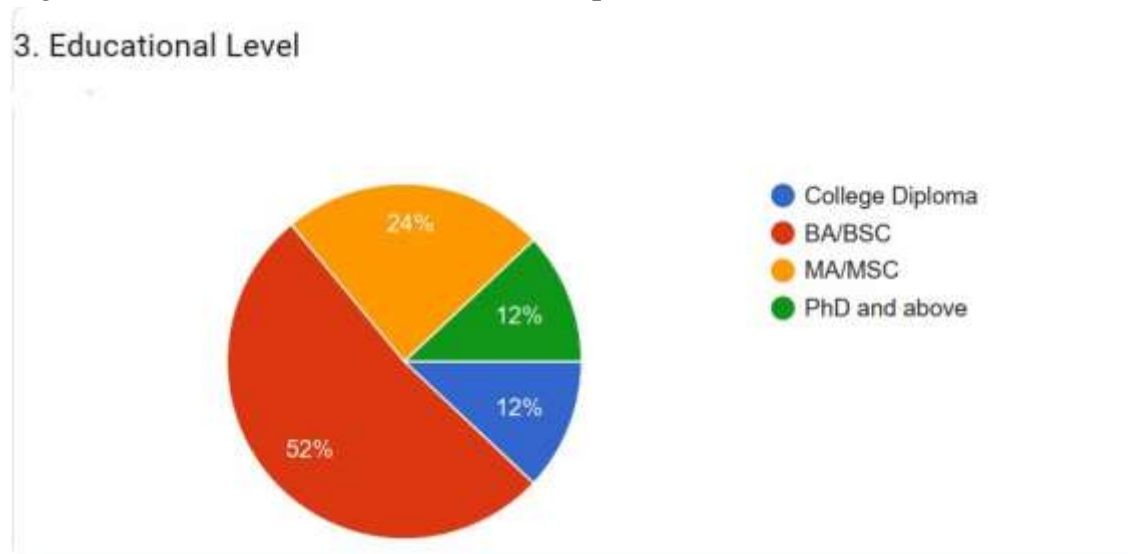
Figure. 4.2. Bar chart on Age Distribution



4.2.3. Educational Status of the respondents

With regard to the employee's educational status, 3(12%) were PhD holder 6(24 %) respondents were master's holders, 13 (52%) were degree holders, and above and 3(12%) of them were diploma. This indicates the majorities of employees were B.A degree holder and next to this, most of them were master's holder, where 12% of respondents had above diploma holders, and the average of educational status of the employees are good.

Figure. 4.3. The Educational Level of Respondents



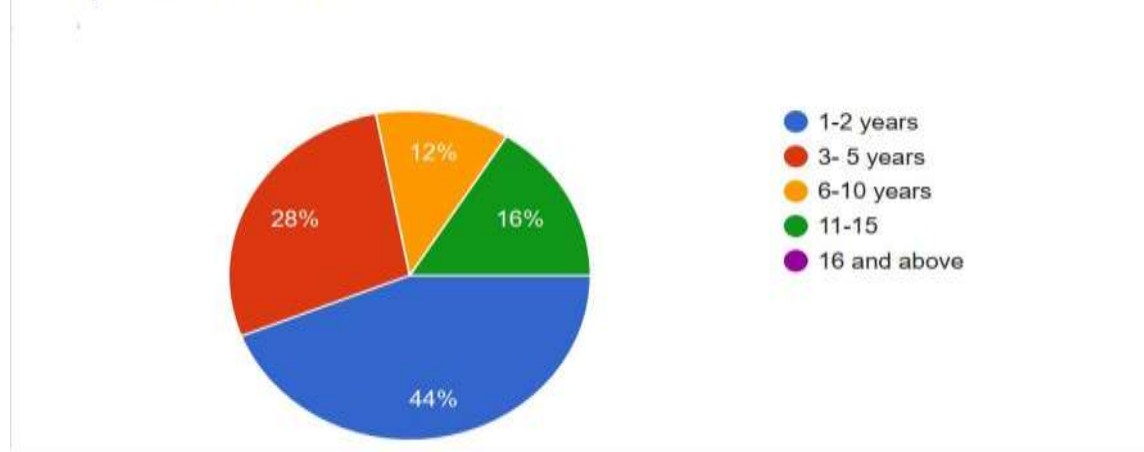
Snapshot from Google form about Educational background

4.2.4. Work Experience of Respondents

Based on the data obtained out of total 25 respondents, 11 (44%) respondents had two and less than two years work experience, 7 (28%) respondents were the work experience between the intervals of 3-5 years, 3 (12%) respondents were 6-10 years' work experience, and 4 (16%) respondents were 11-15 years' work experience. Therefore, this indicates the institute has good experience human power where about 56% have more than three years of service.

Figure. 4.4. Work Experience Categories of the Respondents

4. Experiences in Ahri

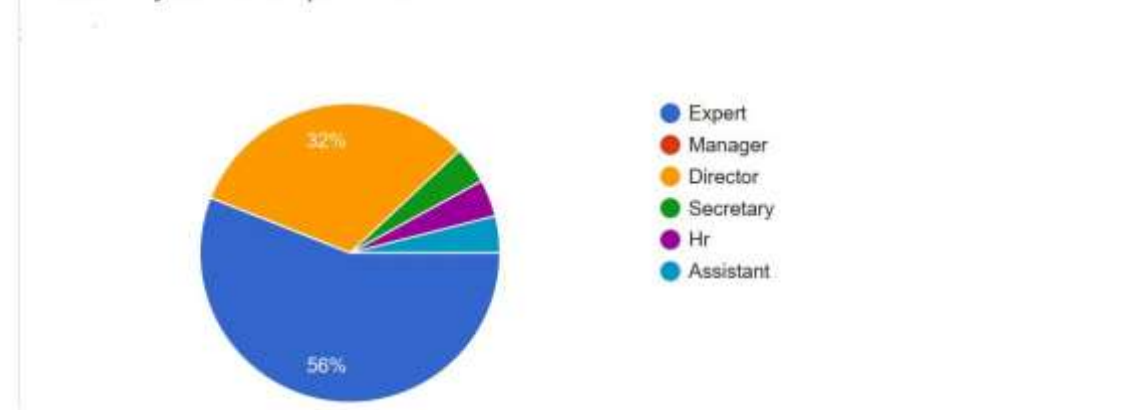


4.2.5. Respondents Position in the Institute

The job position statistics of participants shows that vast majority 14 (56%) are experts and 8(32%) of the respondents are directors. Secretary, HR, and assistant constitute the remaining 3(12%)

Figure. 4.5. Respondents Position in the Institute

5. What is your current position?



4.3. Internal communications as a component of strategic communication practice

The main objective of this research was to evaluate the degree to which communication is integrated into the practice of strategic communication at Armauer Hansen Research Institute, focusing on the role of communication in this process. To achieve this, a questionnaire was administered to gather information on various aspects related to internal communications as a

component of strategic communication practice. Respondents were asked to rate their responses on a multi-point scale ranging from strongly agree to strongly disagree. The results of the survey are presented in two tables, with each table focusing on specific questions related to internal communication.

Table 4.2 displays responses for questions 6, 7, 9, 12, and 14. Participants were asked about their understanding of the organization's goals and objectives, satisfaction with frequency and mode of communication from superiors, access to communication tools and technology, awareness of their department's role in contributing to the overall organizational strategy, and feeling supported by colleagues and superiors in carrying out job responsibilities. Overall, the responses suggest positive perceptions of the internal communications component of the strategic communication practice, with respondents having a good understanding of organizational goals and feeling supported by superiors and colleagues in carrying out their jobs effectively.

Table 4.3 covers questions 8, 10, 11, and 13. The questions were aimed at measuring if the internal communication structure promotes collaboration and teamwork, whether respondents are encouraged to provide feedback and suggestions about organizational communication, transparency and reliability of communication, and whether the organization values and prioritizes internal communication. The results of these questions suggest that while internal communication at the Institute is perceived to be promoting collaboration and teamwork, there is room for improvement in terms of transparency, reliability, and prioritization of internal communication.

According to Freeman 2010, stakeholder theory's emphasis on the importance of engaging and communicating with all stakeholders. The study shows that communication is an important aspect of strategic communication practice at the Armauer Hansen Research Institute. While there are some positive perceptions of the internal communications component, there is also room for improvement in terms of transparency, reliability, and prioritization of internal communication.

Table 4.1: On internal communication as a component of strategic communication practice

Items	Construct	Description
Q6		I understand the goals and objectives of Armauer Hansen Research Institute.

Q7	Internal communications as a component of strategic communication practice	I am satisfied with the frequency and mode of communication from my superiors.
Q8		The internal communication structure at the Institute promotes collaboration and teamwork.
Q9		I have access to the necessary communication tools and technology to carry out my job effectively.
Q10		I am encouraged to provide feedback and suggestions about organizational communication.
Q11		Communication within the Institute is transparent and reliable.
Q12		I am aware of the role my department plays in contributing to the overall organizational strategy.
Q13		The Institute values and prioritizes internal communication.
Q14		I feel supported by my colleagues and superiors in carrying out my job responsibilities.

Table 4.2: Communications as a Component in strategic communication practice -Responses

Items	Frequency and percentile					
	1	2	3	4	5	Neutral
Q6	1(4%)	4(16%)	5(20%)	10(20%)	5(40%)	
Q7	1 (4%)	5 (20%)	7 (28%)	8 (32%)	3 (12%)	1 (4%)
Q9	1(4%)	5(20%)	7(28%)	10 (40%)	2 (8%)	
Q12	1(4%)	6(24%)	4(16%)	13 (52%)	1 (4%)	
Q14	1(4.3%)	4(17.4%)	8(34.8%)	7 (30.4%)	3 (13%)	

Table 4.3: Communications as a Component in strategic communication practice -Responses

Items	SD	DA	N	AG	SA
Q8	1(4%)	5(20%)	5(20%)	12(48%)	2(8%)
Q10	0 (0%)	7 (28%)	3 (12%)	12 (48%)	3 (12%)
Q11	0 (0%)	6(24%)	7(28%)	9 (36%)	3 (12%)
Q13	0 (0%)	3(12%)	6(24%)	14 (56%)	2 (8%)

4.5. The second objective of this study was to find out the channels of communication adopted with Armauer Hansen Research Institute's, in this case study assessing the role of communication in organizational strategic communication practice

Table 4.5 provide information on the frequency of channels of communication adopted by Armauer Hansen Research Institute to disseminate updates or research findings to stakeholders. The respondents rated their communication experience using a scale ranging from Very Frequently to Very Rarely.

From the table, it can be observed that 4% of the respondents rated their communication experience as Very Frequent, indicating that they receive updates or research findings from Ahri almost all the time. However, the majority of the respondents (40%) rated their experience as Occasionally, meaning that they receive updates or research findings from Ahri every once in a while.

It is important to note that 28% of the respondents rated their experience as both Frequently and Rarely, indicating inconsistency in the frequency of updates or research findings received from Ahri. No respondent rated their experience as Very Rare, indicating that stakeholders rarely receive updates or research findings from Ahri.

Table 4.4: Table shows the frequency of channels of Communication when information disseminated from Ahri

Item	Description	Construct
Q15	How often do stakeholders receive updates or research findings from the Armauer Hansen Research Institute?	Channels of communication adopted by Armauer Hansen Research Institute

Table 4.5 presents a summary of the respondents' answers to the question on the frequency with which they receive updates or research findings from Armauer Hansen Research Institute (Ahri). The table displays the ratings given by respondents on a scale from Very Frequently to Very Rarely.

Item	Very frequently	Frequently	Occasionally	Rarely	Very rarely
Q15	1(4%)	7 (28%)	10 (40%)	7 (28%)	0(0%)

Q16. Which of the following channels of communication do stakeholders find most effective for receiving information from the Armauer Hansen Research Institute?

Respondents were asked to list which of the organizations media channel is mostly used to receiving information. For this study, the survey listed the Print materials, including brochures and pamphlets; Online blogs and articles; Social media platforms; Email, newsletters, and In-person presentations even allowed to select all if applied.

The table below shows the frequency with which the respondents detailed the various tools.

The data presented in the table suggest that the majority of respondents find social media platforms to be the most effective channel of communication for receiving information from the Armauer Hansen Research Institute (84%). This is followed by in-person presentations and events (36%), online blogs and articles (24%), and email newsletters (24%). The least effective channel of communication, according to the data, is print materials, including brochures and pamphlets (12%).

The high percentage of respondents who find social media platforms to be the most effective channel of communication is not surprising given the current digital era where social media platforms are widely used for information dissemination. However, it is worth noting that in-person presentations and events are still considered a significant channel of communication, with nearly 40% of respondents indicating it as an effective channel.

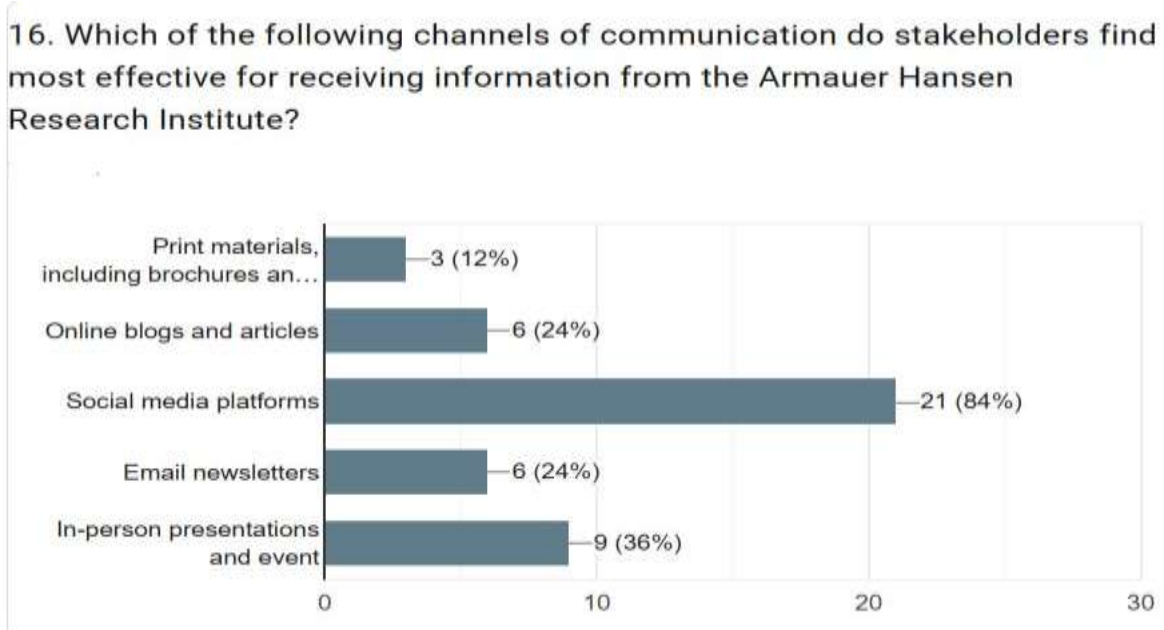
The low percentage of respondents who find print materials to be an effective channel of communication from the AHRI is an indication that printed materials might not be as effective as other channels, perhaps due to the rise in digital media platforms, which are preferred for their flexibility, accessibility, and shareability.

Communication consistency theory suggests that inconsistent communication can lead to confusion and misunderstanding, ultimately resulting in a negative impact on organizational goals (Narayanan & Chakravarthy, 2010). In this case, the 28% of respondents who rated their experience as both frequently and rarely in receiving updates or research findings from Ahri indicate inconsistency in communication, which can affect the practice of organizational strategic communication.

Diffusion of Innovations theory: This theory highlights the importance of communication channels in the successful adoption of innovations (Rogers, 2003). The statistics presented in Table 4.5 indicate that social media podiums are the most effective channel of communication for receiving information from Ahri. This suggests that organizations need to

consider the preferences of their stakeholders and adopt communication channels that are most effective in disseminating information.

Figure. 4.6. Showing the channels of communications that used to receive information from Ahri



Snapshot from Google Form

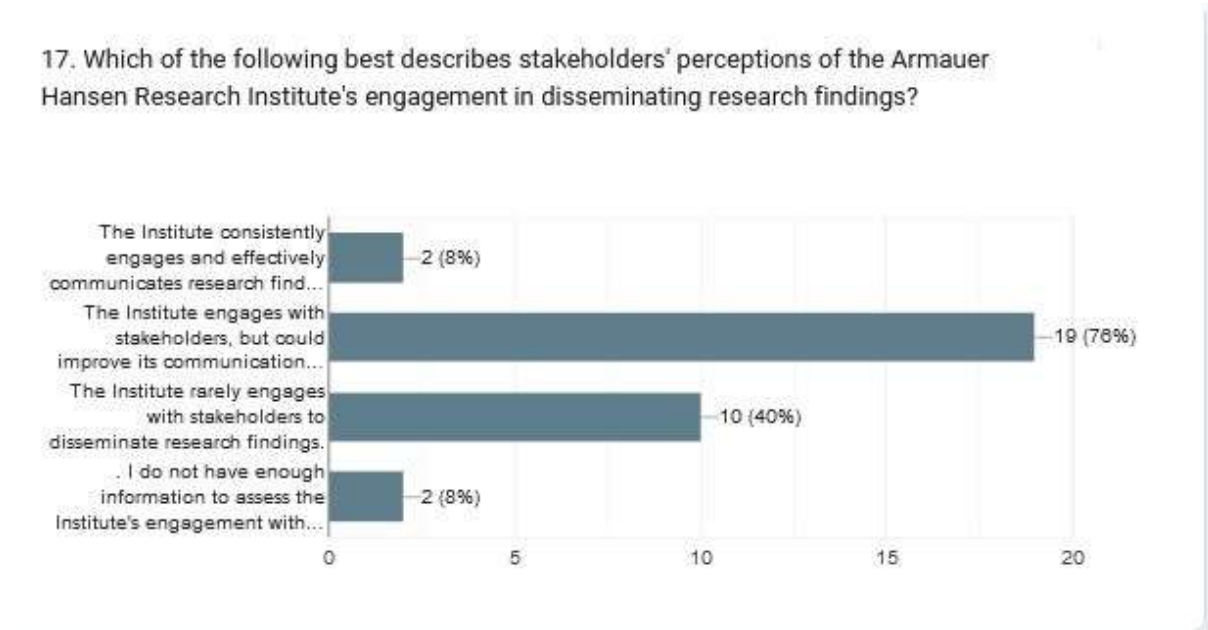
Q17. Which of the following best describes stakeholders' perceptions of the Armauer Hansen Research Institute's engagement in disseminating research findings?

The answer choices to this question are obviously in conflict with one another. While the other two imply that the Institute's involvement with stakeholders to disseminate research findings is less frequent or requires improvement, the first option states that the Institute consistently engages with them and effectively conveys research findings to stakeholders.

The frequency percentages also demonstrate a notable contrast; the biggest percentage (76%) selected the response that the Institute could enhance its communication strategies. This suggests that there may be some problems with the Institute's stakeholder communication.

It's also significant to note that 8% of respondents said they lacked sufficient knowledge to evaluate the Institute's involvement with stakeholders. This implies that further initiatives may be required to guarantee that stakeholders are well-informed about the study findings and the Institute's interaction with them.

Figure 4.7: showing the channels of communications that used to receive information from Ahri



Snapshot from Google Form: Bar chart showing the channels of communications that used to receive information from Ahri

Q18. Please rate the quality and relevance of the research findings communicated by Armauer Hansen Research Institute:

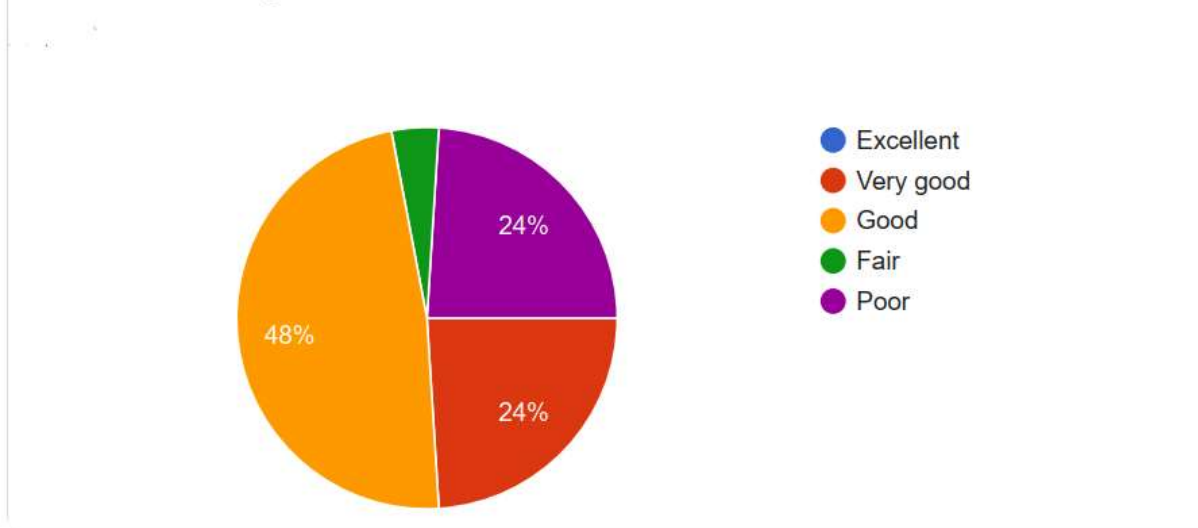
The frequency and percentage of responses from 25 participants who judged the accuracy and applicability of the research findings released by the Armauer Hansen Research Institute are shown in the table above. Only 24% of respondents gave the research findings' communication a “very good” or “excellent” rating overall.

This suggests that the majority of participants have some level of dissatisfaction with the quality and relevance of the findings communicated by the Institute. In particular, 24% of participants rated the findings as “poor”, which is a concerning outcome.

Based on the responses provided, it may be worthwhile for the Institute to evaluate its communication strategies and consider ways to improve the clarity and relevance of its research findings. This could include providing more accessible summaries of research results, offering more opportunities for discussion and debate, and engaging with stakeholders to better understand their needs and perspectives on research topics.

Figure 4.8. Showing the quality and relevance of research findings communicated by Ahri

18. Please rate the quality and relevance of the research findings communicated by Armauer Hansen Research Institute:



Snapshot from Google Form: Pie chart showing the quality and relevance of research findings communicated by Ahri

Q19. Which of the following stakeholders are most likely to engage with the Armauer Hansen Research Institute's communication efforts?

It appears that the majority of respondents believe that healthcare professionals are the most likely to engage with the Armauer Hansen Research Institute's communication efforts. This could be because they are directly involved in the healthcare system and therefore have a vested interest in the work being done by the institute.

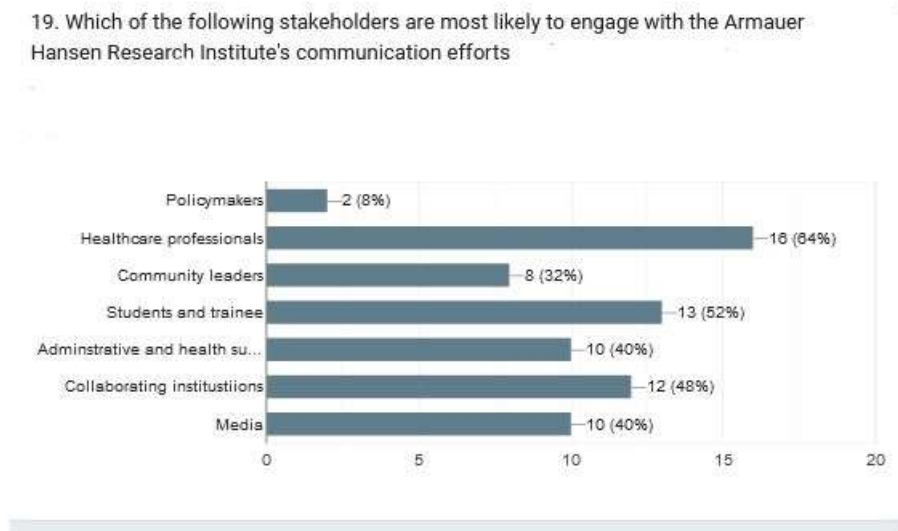
It's intriguing that students and trainees came in second for propensity to engage, indicating that there may be a younger generation that is interested in and involved with the work being done by the institute.

It is also worth noting that collaborating institutions ranked highly on the list, which suggests that there is a close network of organizations working in this field who are likely to be supportive of the institute's communication efforts.

However, the overall response rate for this question was quite low, with only 25 respondents. This means that the results should be interpreted with caution and may not be representative of the wider stakeholder community.

Totally, this data provides some useful insights into which stakeholders are most likely to engage with the Armauer Hansen Research Institute's communication efforts and which channels they prefer.

Figure 4.9. showing the engagement with the Armauer Hansen Research Institute's communication efforts



Q.20. Regarding the communication channels, which of the following do stakeholders use most frequently?

According to the table, social media seems to be the most frequently used communication channel by the stakeholders, with a percentage of 83.3%. This finding is not surprising as social media has gained massive popularity in recent years, and it offers a platform for stakeholders to share and access information easily and conveniently.

Newsletters have also been reported to be used relatively frequently, with a 33.3% frequency rate. This implies that some stakeholders still prefer traditional forms of communication that are more structured and comprehensive.

Conferences and seminars come in third place, with a frequency rate of 25%. This result is not unexpected as attending conferences and seminars entail greater time and financial commitment, which could be a hindrance to stakeholders' participation.

Press releases, phone calls, and telegram channels appear to be the least favored channels, with frequency rates of 16.7%, 4.2%, and 4.2% respectively. This shows that stakeholders prefer channels that offer immediacy, interactivity, and ease of access.

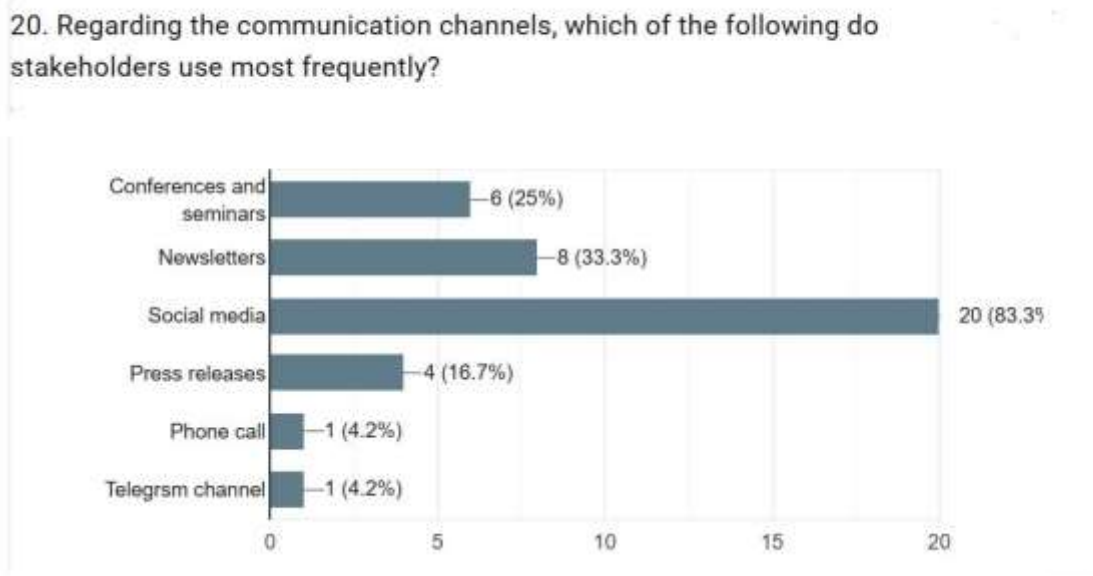


Figure 4.10. showing regarding with channels used frequently by stakeholders
 Q.21. Can social media be used as a tool for strategic communication practice?

In response to Q21, a majority of the respondents (79.2%) answered "yes" to the question of whether social media can be used as a tool for strategic communication practice. This would suggest that many individuals believe that social media can be an effective platform for conveying strategic messages and engaging with audiences.

However, 16.7% of the respondents answered "no" to this question, indicating that they do not believe social media as an effective tool for strategic communication. The remaining 4.3% responded with "may be", suggesting a level of uncertainty or hesitation regarding the use of social media for this purpose.

It is important to note that these responses are subjective and may reflect the personal beliefs and experiences of the individuals surveyed. It is also worth considering the context in which these responses were collected, as the demographics and backgrounds of the respondents may have influenced their answers.

Questions on social media as a tool for strategic communication practice

Table 4.6:

Item	Description	Construct
Q21	Can social media be used as a tool for strategic communication practice?	Social media tools for strategic communication practice

Table 4.7: Social media as a tool for strategic communication practice-Responses

Item	Options	Frequency	Percent
Q21	Yes	19	79.2%
	No	4	16.7%
	May be	1	4.3

4.4. The third objective of this study was to assess the type of communication used in organizations strategic communication practice with Armauer Hansen Research Institute's, in this case study assessing the role of communication in organizational strategic communication practice.

In order to assess the type of communication used in Ahri when implementing strategic communication, key questions were asked in the questionnaire, which are represented in the description tables below. The item section represents the question code, which will be used for further references to the question, which is in the description section. The construct is the specific aspect of the research objective being investigated by the selected descriptions.

In the survey tool, respondents were required to rate their responses using the multi-point grid, from strongly agree, agree, neutral, disagree and strongly disagree, and using frequencies 1 up 5, frequencies ; always up to never and showing importance extremely important –not important at all. These responses will be showed as percentages for each question, and separated in to three based on questions behaviour.

The table provides a summary of the responses of participants with regards to the types of communications used in strategic communication practice. The data is presented in the form of a frequency distribution, where the frequency of responses for each category is shown. The table also shows the number and percentage of participants who responded to each question in each category.

The first question (Q23) asked participants about the types of communications used in strategic communication practice, specifically communication technologies such as conference calls and video meetings. The responses show that none of the participants strongly disagreed (SD) with the use of these communication technologies. However, a total of 8 participants (33.2%) disagreed (DA) with the use of communication technologies, while another 8 participants (32%) were neutral (N) and 9 participants (36%) agreed (AG) with their use. No participant strongly agreed (SA) with the use of communication technologies.

The second question (Q24) asked respondents about the use of electronic communication, such as emails and social media, in strategic communication practice. The responses show that none of the participants strongly disagreed (SD) with the use of electronic communication. However, a total of 7 participants (29.2%) disagreed (DA) with its use, while another 7 participants (29.2%) were neutral (N), and 10 participants (41.7%) agreed (AG) with its use. No participant strongly agreed (SA) with the use of electronic communication.

Previous studies have shown that while these technologies can improve communication and collaboration, they can also lead to information overload, miscommunication, and reduced face-to-face interaction (Friedman, et al. 2010; Watson, et al. 2012).

Overall, the data suggests that while none of the participants strongly disagreed with the use of communication technologies and electronic communication, a significant proportion of participants disagreed or were neutral with their use.

Table 4.8: Summary of questions on types of communication in strategic communication practice

Items	Construct	Description
Q23	Types of communications used in strategic communication practice.	Communication technologies (e.g. conference calls, video meetings) are frequently utilized in the practice of strategic communication plans.
Q24		Electronic Communication (e.g. Emails, Social Media) utilized in the practice of strategic communication.

Table 4.9: Types of communication in strategic communication practice -Responses

Items	SD	DA	N	AG	SA
Q23	0 (0%)	8 (33.2%)	8(32%)	9 (36%)	0 (0%)
Q24	0 (0%)	7(29.2%)	7(29.2%)	10 (41.7%)	0 (0%)

The table provides important insights into the frequency of surveys or feedback tools used to evaluate the effectiveness of strategic communication practice, factors of non-verbal communication in strategic communication practice, and the role of face-to-face communication between communicators.

For Q22, it can be observed that none of the respondents selected "always" as a response, while the majority (44%) chose "never". This suggests that surveys or feedback tools are not frequently used to evaluate strategic communication practice at the Armauer Hansen Research Institute. This could have negative implications for the effectiveness of strategic communication, as feedback is essential for improving communication strategies and identifying areas that need improvement.

In contrast, for Q26, the majority (70.8%) of respondents selected "sometimes" when asked about the frequency of non-verbal forms of communication in strategic communication practice. This suggests that non-verbal communication is often considered as an important aspect of strategic communication at the institute. The low percentage of respondents who selected "never" also indicates that non-verbal communication is not completely ignored. The use of visual aids and body language can enhance the message being conveyed and help to build stronger relationships between communicators and their audience.

For Q27, it can be observed that the majority (60%) of respondents selected "sometimes" when asked about the frequency of face-to-face interactions between communicators in strategic communication practice. This suggests that there is some level of interpersonal communication at the institute, but it is not always used. The low percentage of respondents who selected "always" or "often" indicates that face-to-face interactions are not a regular occurrence. This could have implications for the effectiveness of strategic communication, as face-to-face communication is often considered the most effective method for building trust and facilitating collaboration.

In conclusion, the table shows that while non-verbal forms of communication are often considered in strategic communication practice at the Armauer Hansen Research Institute, surveys or feedback tools and face-to-face interactions between communicators are not used as frequently. This could have negative implications for the effectiveness of strategic communication at the institute.

Table 4.10: Table shows the frequency of surveys or feedback tools used to evaluate the effectiveness of strategic communication practice, Factors of non-verbal communication in strategic communication practice and the role of face-to-face communication between communicators.

Table 4.10. the frequency of surveys or feedback tools used to evaluate the effectiveness of strategic communication practice,

Item	Description	Construct
Q22	How frequently are surveys or feedback tools used to evaluate the effectiveness of strategic communication practice?	Channels of communication adopted by Armauer Hansen Research Institute
Q26	How often do non-verbal forms of communication (e.g. visual aids, body language) factor into strategic communication practice?	
Q27	How often do face-to-face interactions between communicators play a role in strategic communication practice?	

Table 4.10: presents a summary of the respondents' answers to the question on the frequency of surveys or feedback tools used to evaluate the effectiveness of strategic communication practice , Factors of non-verbal communication in strategic communication practice , and the role of face-to-face communication between communicators. The table displays the ratings given by respondents on a scale from always to never- responses

Item	Always	Often	Sometimes	Rarely	Never
Q22	0(0%)	10(40%)	(0%)	4(16%)	11(44%)
Q26	0(0%)	4(16.7%)	17(70.8%)	3(12.5%)	(0%)
Q27	1(4%)	5(20%)	15(60%)	4(16%)	(0%)

The bar chart shows the distribution of responses to the extent to which strategic communication plans rely on verbal communication in their practice. The responses provided are rated on a scale of 1 to 10, with 1 indicating a low reliance on verbal communication, and 10 indicating a high reliance on verbal communication.

25.To what extent to which you believe strategic communication plans rely on verbal communication in implementation

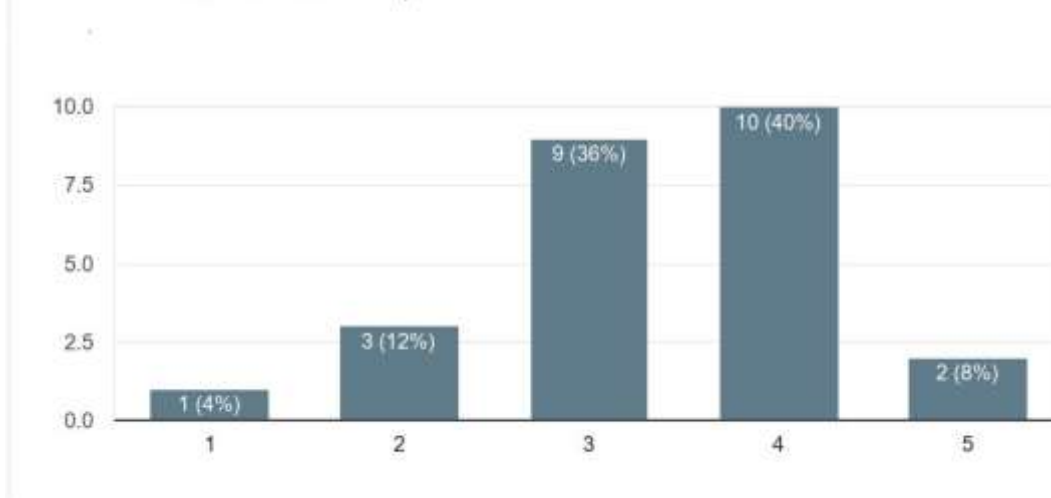


Figure 4.11. showing the extent of strategic plan reliance on verbal communication **practice**

Looking at the data, we can conclude the following:

The majority of respondents (76%) agree that strategic communication strategies must be implemented with a high level of verbal communication. This is seen by the combined responses of those who selected 7, 9, and 10, which account for 85% of the table.

A small minority of respondents (4%) believe that strategic communication plans necessitate little verbal communication. This is obvious from the response of those who chose 1, which accounts for only 0.2% of those in the table.

The majority of the comments are above average on the scale, with a median of 9. This means that there is widespread consensus that verbal communication is essential in putting strategic communication plans into action.

At 2.67, the standard deviation is relatively large. There is a significant degree of variation in the responses, and some respondents have quite different perspectives on the extent to which strategic communication strategies rely on verbal communication.

Overall, the statistics show that the vast majority of respondents believe that strategic communication strategies must be implemented with a high level of verbal communication. However, there is a wide range of perspectives expressed by respondents. This information can be useful in developing strategic communication plans that successfully account for stakeholder preferences.

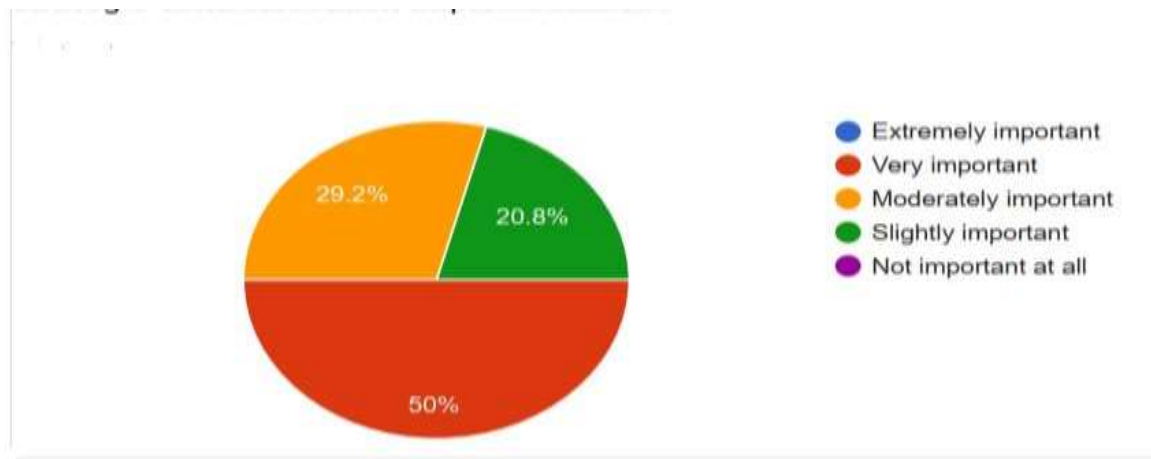


Figure 4.12. Showing the Importance of written communication in strategic communication **practice**

Q. 28. Based on the pie chart and a sample population of 25, it is clear that written communication is critical in the practice of strategic communication. The majority of respondents, 50%, stated that written communication is critical in strategic communication practice. This implies that written communication is necessary for communicating messages, providing facts, and improving the effectiveness of communication tactics.

Furthermore, nearly one-third of respondents (29.2%) regard written communication as moderately significant in strategic communication practice, emphasizing its importance. This finding implies that, while written communication is not universally regarded as essential, it does play an important role in enabling strategic communication.

In addition, slightly more than one-fifth (20.8%) of respondents answered that written communication is slightly significant, indicating that it is of minor importance to them. However, no respondents (0%) indicated that written communication is completely unnecessary, lending credence to the concept that written communication is required to some level.

4.5. Assessing the importance of communication in the success of an organization's strategic communication

The last objective of this study was to assess the importance of communication in the success of an organization's strategic communication with Armauer Hansen Research Institute's, in this case study assessing the role of communication in organizational strategic communication practice

Table 4. 11: Summary of questions on the importance of communication in the success of an organization's strategic communication

Items	Construct	Description
Q29	The importance of communication in the success of an organization's strategic communication	How important do you believe strategic communication is to the success of an organization?

Table 4.12: Frequency table on the importance of communication in the success of an organization's strategic communication -Responses

Items	Frequency and percentile				
	1	2	3	4	5
Q29	2(8.3%)	4(16%)	7(29.2%)	10(41.7%)	1(4.2%)

Table 4.13: Summary of questions on the measurement effectiveness of its strategic Communication practice

30. How does your organization measure the effectiveness of its strategic communication implementation?

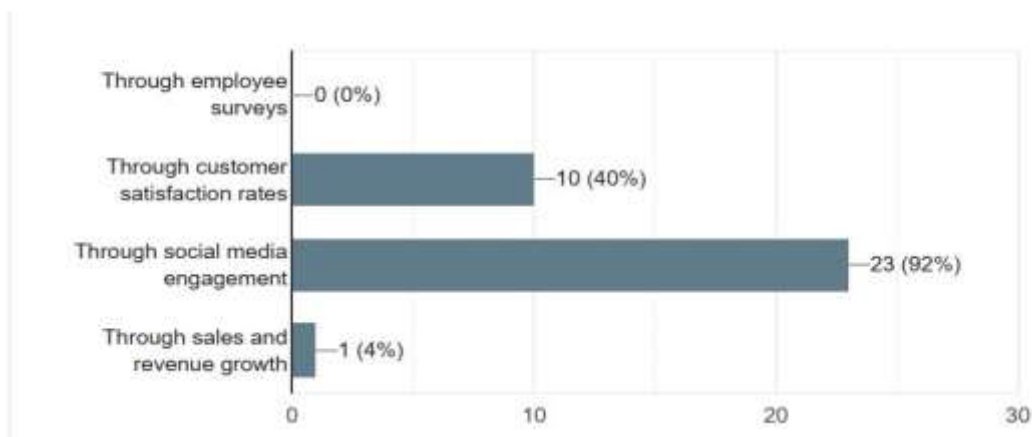


Figure 4.13. showing the effectiveness of its strategic communication practice
Based on the Figure 4.13, it can be inferred that the organization uses multiple ways to measure the effectiveness of its strategic communication practice.

None of the survey respondents reported using employee surveys to measure the effectiveness of communication practice.

From respondents, 40% of the respondents reported using customer satisfaction rates as a metric for measuring strategic communication effectiveness. This could indicate that the organization places high value on customer experience and views it as a key indicator for measuring effectiveness.

From total respondents 92% of the respondents reported using social media engagement to measure the effectiveness of their communication efforts. With the increasing importance of social media presence and engagement, this could suggest that the organization is heavily focused on social media as a communication channel and regards it as an effective means of measuring its communication efforts.

Only 4% of respondents reported using sales and revenue growth as a metric for measuring the effectiveness of their communication practice. This could imply that the organization does not place as much emphasis on using financial metrics to measure communication effectiveness.

31. Does your organization have a crisis communication plan in place?

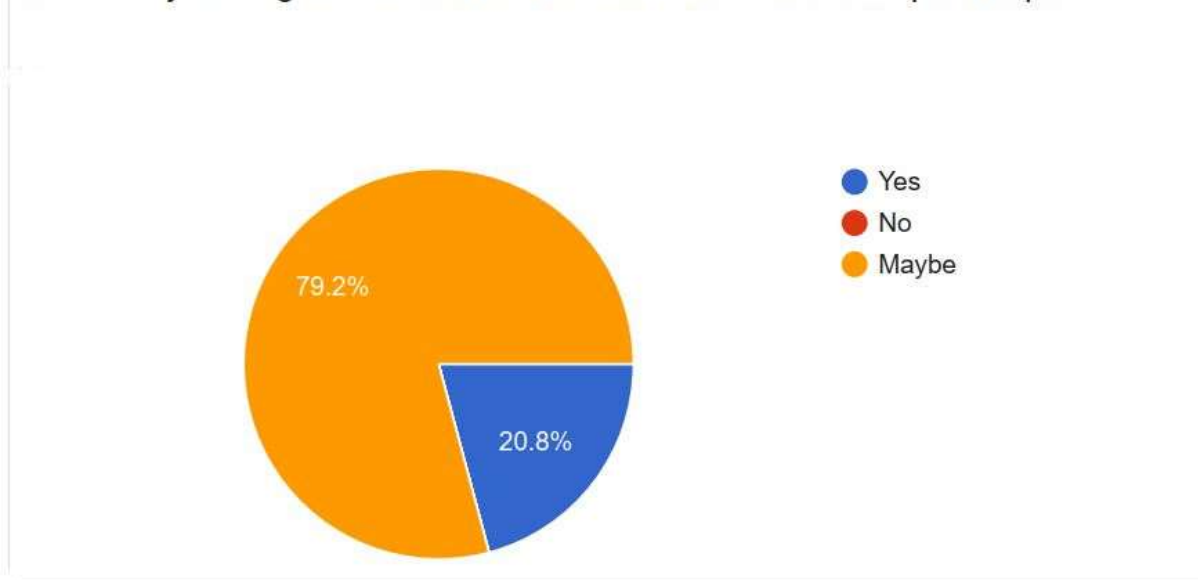


Figure 4.14. Showing on organization having of crisis communication plan

The pie chart represents the response of 25 individuals to the question, “Does your organization have a crisis communication plan in place?” Out of the 25 participants surveyed, 20.8% (approximately 5 individuals) answered “Yes,” indicating that their organization has a

crisis communication plan in place. On the other hand, none of the respondents answered “No,” indicating that none of them did not have a crisis communication plan in place.

The majority of the participants, 79.2% (approximately 20 individuals), indicated that they were unsure if their organization had a crisis communication plan in place and answered “Maybe.” This result suggests that companies need to focus more on crisis communication planning, and perhaps, they should put in more effort in communicating the importance of having such a plan in place.

None of the survey respondents stated that they used staff surveys to assess the efficacy of communication practice.

40% of those polled stated that they had used the majority of participants, 79.2% (around 20 people), said they were unsure if their organisation had a crisis communication plan in place and responded “Maybe.” This conclusion shows that businesses should focus more on crisis communication planning, and possibly make a greater effort to communicate the value of having such a plan in place.

32. How does your organization ensure consistent messaging across all communication channels?

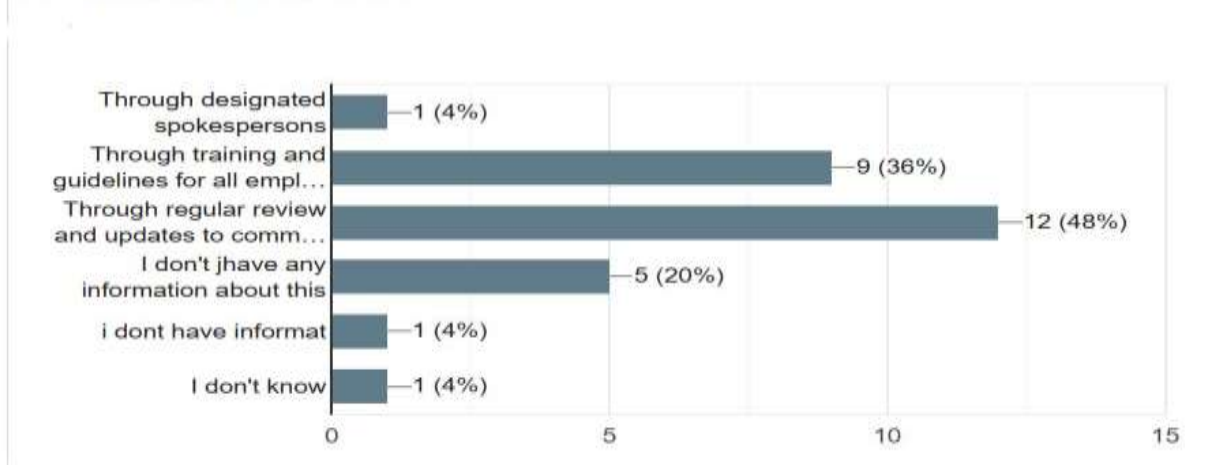


Figure 4.15. Showing the various methods used by an organization to ensure consistent messaging across all communication channels.

The largest percentage of respondents, 48%, indicated that their organization ensures consistent messaging through regular review and updates to communication. This suggests that the organization is proactive in monitoring and refining its communication channels to maintain consistency and accuracy.

About 36% of the respondents stated that their organization uses training and guidelines for all employees to ensure consistent messaging. This approach indicates that the organization places a strong emphasis on educating employees on how to communicate effectively with key stakeholders.

Only 4% of the respondents cited selected spokespersons as a means of ensuring consistent messaging. This could suggest that the organization does not rely heavily on specific individuals to communicate its messages.

The remaining responses included 20% of respondents who did not have any information about how their organization ensures consistent messaging, and the remaining 8% did not have enough information or knowledge to provide a response.

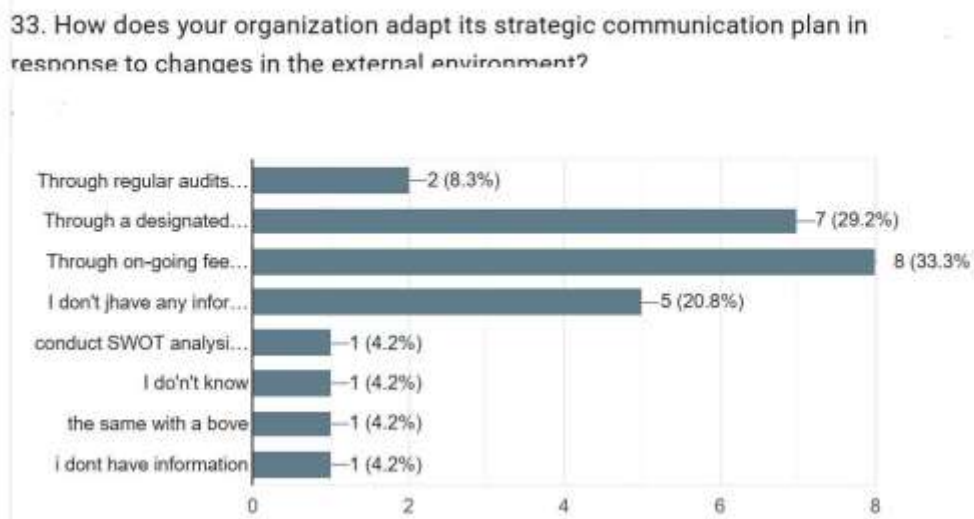


Figure 4.16. Shows the responses of 25 participants who were asked how their organization adapts its strategic communication plan in response to changes in the external environment. Of the 25 participants, 8 (33.3%) reported that their organization adapts its strategic communication plan through on-going feedback from stakeholders. This was the highest percentage reported.

The second most prevalent response, with 7 participants (29.2%), was that the organisation adapts its strategic communication plan through a specialised crisis communication team.

Only two participants (8.3%) claimed that their organization's strategic communication plan is regularly audited and assessed.

Nearly with first one, 8 (33.4%) participants said that they did not know how their organization updates its strategic communication plan in response to changes in the external environment.

Finally, only one participant (4.2%) reported that their organization adapts its strategic communication plan by conducting a SWOT analysis.

Table 4.13: Table shows the Involvement of stakeholders when making strategic communication plan and frequency of review.

Item	Description	Construct
Q34	How frequently does your organization review and update its strategic communication plan?	Assess the importance of communication in the success of an organization's strategic communication
Q35	When developing a strategic communication plan, how often does your organization involve stakeholders in the process?	

Table 4.13: The table displays the ratings given by respondents on a scale from frequently to never.

Item	Frequently	Sometimes	Rarely	Never
Q34	2(4.1%)	10 (41.7%)	7(29.2%)	6(25%)
Q35	3(8.3%)	6(25%)	10(41.7%)	6(25%)

4.6. Qualitative Data

The in-depth interview was done with five different demographic profiles of informants. Informants* were chosen based on their age, gender, employer, education, and experiences to provide an in-depth reflection. As a result, several of the informants have medium communication, directory, and expert knowledge. Some were qualified through education, while others were qualified through other fields of study. Two of the informants are female, while the rest are male employees.

Based on the study's aims, semi-structured interview questions were utilised to elicit informants' perspectives. Interviewees were questioned about the areas in which the researcher considered the survey questionnaire could not adequately address the objective and basic research issues.

The qualitative data presentation focused on some questions that require open explanation of the interviewee, and some irrelevant and too much details of information was discarded.

For those four objectives the researcher prepared 8 questions, and coded IQ1,IQ2,IQ3 ,IQ4 ,IQ5 ,IQ6 ,IQ7 ,IQ8(interview question number one, two, three, four, five, six, seven and eight). And asked interviewee, responses from the respondents put under each question coded in IQ1R,IQ2R,IQ3R ,IQ4R ,IQ5R ,IQ6R ,IQ7R ,IQ8R (interview question number one, two, three, four, five, six, seven and eight responses).

4.6.1. Role of internal communications as a component of Armauer Hansen Research Institute's strategic communication practice

When the respondents asked about role of internal communications as a component of Armauer Hansen Research Institute's strategic communication practice shared their views as follows.

IQ1: Can you describe the role of internal communication at Armauer Hansen Research Institute?

IQ1Ra) Internal communication is critical for keeping everyone informed about the newest scientific developments, organizational changes, and events.

IQ1Rb) Internal communication's function at Armauer Hansen Research Institute is to build a communicative work atmosphere that promotes collaboration.

IQ1Rc) At Armauer Hansen Research Institute, the function of internal communication is to enable the sharing of information and expertise among staff members and between departments.

IQ1Rd) as I understand it, internal communication at Armauer Hansen Research Institute is in charge of informing staff about the company's aims, mission, and values.

IQ1Re) Our internal communication team works tirelessly to keep our employees up to date on our research accomplishments and planned projects.

IQ2. What methods are used to ensure effective internal communication at Armauer Hansen Research Institute?

IQ2Ra) We use a variety of methods to ensure effective interior communication, including steady staff meetings, email updates, and newsletters.

IQ2Rb) Our internal communication squad uses teamwork software to keep staff members connected and informed.

IQ2Rc) Thank you again in our org. we employ social media stages to engage our employees and help open communication.

IQ2Rd) we provide regular training meetings to help employees improve their communication skills and promote cross-functional collaboration.

IQ2Re) this is clear, we have a devoted intranet site that serves as a one-stop-shop for all of our staff communication needs.

4.6.2. Channels of communication

When asked about Channels of communication that they used to disseminate information the respondents shared their views as follows.

Q3. Can you describe the communication channels used to disseminate research findings?

IQ3Ra) We have a well-established network of scholarly journals where we publish the results of our research.

IQ3Rb) We disseminate the results of our study through press releases and media interviews.

IQ3Rc) I believe our research team presents their findings in international conferences and seminars.

IQ3Rd&e) We disseminate our research findings to other research institutions through collaborative partnerships and the media.

IQ4. Is there a specific approach to communication that is employed when sharing research findings and updates?

IQ4Ra and b), replies “yes, there is”, When providing research findings and updates, there are different communication tactics that can be used, but our organization places a strong focus on using plain English to guarantee that our research findings are properly communicated to the public. The goal of this method is to bridge the gap between specialists and non-experts, which can be accomplished by avoiding jargon and sophisticated scientific phrases that may obfuscate the core message. As a result, our communication strategy attempts to employ plain and concise language that the general public can understand, while keeping the accuracy and objectivity of our study findings. This strategy allows us to convey our research more effectively, reach a larger audience, and improve public awareness of scientific research.

IQ4Rc) Can we please skip this question? I don't want to say anything about it.

IQ4Rde) We use a variety of communication platforms to maximize the reach and visibility of our research findings.

4.6.3. Types of communication

When asked about Types of communication that they used to in Ahri the respondents shared their views as follows.

IQ5. Can you describe the different types of communication used in strategic communication practice at Armauer Hansen Research Institute?

IQ5Ra) As far as I am aware, social media, email marketing, content marketing, and public relations are among the several types of communication used in strategic communication practice at Armauer Hansen Research Institute.

IQ5Rb) We use data visualisation to explain complex data sets to internal and external stakeholders.

IQ5Rc) Okay, our strategic communication practice involves advertising efforts that deliver targeted messaging to certain audiences.

IQ5Rd) To ensure that all departments are aware of the organization's overarching aims and initiatives, we use a collaborative and transparent communication method.

IQ5Re) We use storytelling and case stories to demonstrate the impact of our research and its societal relevance.

IQ6. How does the institute ensure that all types of communication are aligned and consistent with the overall strategic communication plan?

IQ6Ra) We have clearly defined and communicated our strategic communication strategy to all staff members to ensure that everyone understands their part in attaining the organization's goals.

IQ6Rb) We have a communication team that is in charge of ensuring that all communication is consistent with the organization's overarching strategic communication plan.

IQ6Rc) We perform frequent audits to ensure that our communication methods are effective and consistent with the organization's goals.

IQ6Rd) We rarely analyse the success rates of each communication strategy and make adjustments as needed to guarantee consistency across all channels.

IQ6Re) encourages open engagement and feedback through our communication channels to ensure that all stakeholders are informed of any adjustments required to maintain alignment with the overall strategic communication strategy.

4.6.4. Importance of communication to success of strategic communication

When asked about Importance of communication that they used to in Ahri the respondents shared their views as follows.

IQ7. Can you describe the key factors that contribute to the success of strategic communication practice at Armauer Hansen Research Institute?

IQ7Ra-d) Clear and concise messaging is key to successful strategic communication practice, our team's ability to adapt to changing circumstances

contributes to the success of our communication strategies, we rely on research and data to inform our communication strategies and decision-making processes..

Another respondents have also a similar view.

IQ7Re) Strong leadership and effective management of communication channels is essential to achieving strategic communications goals.

IQ8. How does the organization measure the success of strategic communication practice?

IQ8Ra) To measure the performance of our digital communication strategy, we track website traffic and engagement metrics. You can also visit our website.

IQ8Rb) We will attempt; I believe we must; I do not have any knowledge about this question.

IQ8Rc) we track campaign success rates to assess their influence on the public and other stakeholders.

IQ8Rd) We assess the alignment of our communication strategies with the overall objectives of the organization and estimate their effectiveness in attaining those objectives.

IQ8Re) Because I don't have enough knowledge on these topics, please allow me to ask and answer them in the coming days.

The qualitative responses describe the role of internal communications as a component of the Armauer Hansen Research Institute's strategic communication practice. The respondents highlight that internal communication is critical for keeping everyone informed about scientific developments, organizational changes, and events. It also aims to build a communicative work atmosphere that promotes collaboration and enables the sharing of information and expertise among staff members and between departments. Internal communication at the institute is responsible for informing staff about the company's aims, mission, and values, as well as keeping employees up to date on research accomplishments and planned projects. Methods used to ensure effective internal communication include staff meetings, email updates,

newsletters, teamwork software, social media platforms, regular training meetings, and an intranet site.

Regarding the channels of communication used to disseminate research findings, the institute utilizes scholarly journals, press releases, media interviews, international conferences and seminars, collaborative partnerships, and media platforms. When sharing research findings and updates, the organization emphasizes the use of plain English to bridge the gap between specialists and non-experts. The aim is to communicate research findings effectively, reach a wider audience, and improve public awareness of scientific research. Various communication platforms are used to maximize the reach and visibility of research findings.

In terms of types of communication used in the strategic communication practice, the respondents mention social media, email marketing, content marketing, public relations, data visualization for complex data sets, advertising efforts, collaborative and transparent communication methods, storytelling, and case stories to demonstrate research impact and societal relevance. The institute ensures that all types of communication are aligned and consistent with the overall strategic communication plan by clearly defining and communicating the plan to staff members, having a dedicated communication team, performing audits, analyzing success rates, and encouraging open engagement and feedback.

The importance of communication to the success of the institute's strategic communication practice is emphasized. Factors that contribute to success include clear and concise messaging, the ability to adapt to changing circumstances, reliance on research and data, strong leadership, and effective management of communication channels. To measure the success of strategic communication practice, the institute tracks website traffic and engagement metrics, campaign success rates, alignment with organizational objectives, and effectiveness in attaining those objectives.

4.7. Document analysis

While conducting a document analysis on the Role of Communications in the organizational strategic communication practice a researcher aimed to gather relevant information from the document, reports, and research to understand the perceptions of

stakeholders regarding the role of communications in practicing organizational strategies.

However, I experienced certain difficulties during my investigation. For starters, I couldn't identify any studies on organizational strategic communication practices. This lack of prior research on the topic indicates that the organization may not have placed a high priority on communication in the past.

In addition, I had difficulty evaluating reports from the organization. It was reported to me that the institute was unable to provide some reports, which is concerning because it inhibits external researchers' ability to study the organization's inner workings. Access to particular reports being denied may also indicate a lack of communication transparency. It could also include accountability and openness to outside researchers.

When I reviewed the organization's strategic plan, I noticed that it included standard parts like aim, values, goals, SWOT analysis, and evaluation, among others. However, the strategy plan's efficacy is debatable. When I received the plan, I noticed that it was dusty and that I was unable to share the document, which could indicate that it was not evaluated frequently or properly.

Chapter Five

5. Summary, Conclusion, and Recommendations

5.1. Summary

The findings of the study indicate that there is a high level of participation from employees at the Armauer Hansen Research Institute, with a response rate of 92.59%. This suggests that the employees are highly engaged in the organization. However, there is a gender gap in the execution of communication, as most responses come from females. The study also reveals that a significant percentage of employees at the institute hold degrees, including many with master's degrees, indicating a highly educated workforce. Additionally, more than 56% of employees in the communication practice sector have been working at the institute for more than three years, demonstrating a strong and experienced workforce. While internal communications at the institute generally receive positive feedback, there are areas that need improvement. Transparency, dependability, and prioritization are identified as areas that require attention. Some respondents expressed dissatisfaction with the quality and relevance of research findings communicated by the institute.

The study reveals that social media is the most effective communication channel for the Armauer Hansen Research Institute, followed by in-person events and presentations. However, surveys and feedback tools, as well as face-to-face interactions among communicators, are not frequently used, potentially impacting the effectiveness of communication. Verbal communication is viewed as essential for implementing the organization's strategic communication strategies. There is a need for the organization to focus on crisis communication planning and the importance of having a plan in place.

Regular review and updates are considered crucial for maintaining consistent messaging across all communication channels. On-going feedback from stakeholders is also highlighted as vital for adapting the strategic communication plan in response to external changes.

Internal communication is considered critical for information exchange, fostering a collaborative work atmosphere, and facilitating knowledge transfer. The institute uses approaches like frequent employee meetings, email updates, and newsletters to maintain effective internal communication.

To disseminate research findings, the institute utilizes various communication channels such as scientific publications, press releases, media interviews, conferences, seminars, and collaborative partnerships. The use of plain language is encouraged for successful public communication of research findings, while still maintaining accuracy and objectivity. Multiple communication channels, including social media, email marketing, content and message, narrative and case studies, and data visualization, are used for strategic communication practice.

Clear messaging, a defined communication team, frequent audits, and open interaction and feedback are all identified as important factors in ensuring the overall strategic communication plan is followed. Finally, Success in strategic communication practice is measured by metrics such as website traffic and engagement, campaign success rates, and alignment with organizational objectives. The lack of past studies on communication practices and difficulties in obtaining reports indicate a lack of attention to communication and transparency. The evaluation and usefulness of the strategy plan are also found to be infrequent and debatable.

5.2. Conclusion

The Armauer Hansen Research Institute has a strong and experienced workforce with a high percentage of employees holding degrees. While internal communications are generally positive, there is room for improvement in transparency, reliability, and prioritization. Social media is the most effective communication channel, followed by in-person events and presentations. Communication through surveys and feedback tools is not frequently used, which may negatively impact effectiveness. Verbal communication is seen as critical for practice of strategic communication plans. A focus on crisis communication planning and regular review and updates are essential. On-going feedback from stakeholders is vital for adapting the strategic communication plan in response to external changes. Internal communication is crucial for sharing information, facilitating collaboration and knowledge sharing. Dissemination of research findings occurs through various media channels, focusing on plain language for effective communication to the public. Clear messaging, a designated communication team, regular audits, and open dialogue ensure alignment and consistency with the strategic communication plan. The success of strategic communication is measured through website traffic and engagement metrics, campaign success rates, and alignment with organizational objectives. Limited emphasis on communication and transparency may be

present, as the strategic plan appears to be infrequently reviewed with questionable effectiveness.

5.3. Recommendations

The findings have resulted in several key recommendations for future researchers and the Armauer Hansen Research Institute. First, the Institute should think about investing in staff training and development to improve communication skills and ensuring that all employees are aware of the strategic communication plan. This could include crisis communication training, simple language writing, and the use of feedback tools.

Second, the Institute should make openness and dependability the top priorities in its communication initiatives, making sure that communications are clear and consistent across all platforms. The strategic communication plan must be reviewed and updated on a regular basis so as to stay aligned with organizational goals and respond to outside changes.

Thirdly, while social media is an effective communication channel, the Institute should not rely solely on this method and should consider a more diverse approach that incorporates face-to-face interaction with stakeholders and the use of surveys and feedback tools.

The Institute should also give priority to disseminating research findings, making sure that information is conveyed accurately and objectively while yet being accessible to the general public. To maintain alignment and consistency with the overall strategic communication plan, clear message, open communication, and regular audits should be used.

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Appendix 1: Questionnaire



ADDIS ABABA UNIVERSITY

College of Social Science and Humanities

School of Journalism and Communication

Questionnaire

Dear Respondent

Greeting to all whom the questionnaire will appear!

I would like to begin by expressing my gratitude for your cooperation in taking the time to complete this questionnaire. The purpose of this questionnaire is to gather information for a study on communication in strategic communication practice at Armauer Hansen Research Institute (AHRI). The researcher, Betsegaw Demissie, is an M.A. student in public relations and strategic communication at the School of Journalism and Communication. Your responses will be used solely for academic purposes and your honest, accurate, and timely answers will greatly contribute to the reliability and quality of the study. Your participation in this data collection process is voluntary. It is requested that you provide your frank opinions in order to ensure the success of the research.

- Put the ✓ mark on the space provided for your response.
- No need to write your name!
- For any question, do not hesitate to contact the researcher through the following addresses.
 - ✓ Mobile phone: +251983871216/0954943750
 - ✓ Email: Betsebaba74@gmail.com

Thank you in Advance for your cooperation!

PART 1: Demographic Data

1. Personal information: Sex

A. Male B. Female

2. Age

A. 20-30 B. 31-40 C. 41-50 D. 51 and above 50

3. Educational Level

A. College Diploma C. BA or BSC
B. MA/MSC D. PhD

4. Your work experience in Ahri
 A. 1-2 years B. 3-5 B. 6-10 years C. 11-15 years D. above 16 years
5. What is current position?
 A. Expert C. Manager D. Director Other please specify

Part 2: Internal communication

Table 1

No	Statements	1	2	3	4	5
6.	I understand the goals and objectives of Armauer Hansen Research Institute.					
7.	I am satisfied with the frequency and mode of communication from my superiors.					
8.	The internal communication structure at the Institute promotes collaboration and teamwork.					
9.	I have access to the necessary communication tools and technology to carry out my job effectively.					
10.	I am encouraged to provide feedback and suggestions about organizational communication.					
11.	Communication within the Institute is transparent and reliable.					
12.	I am aware of the role my department plays in contributing to the overall organizational strategy.					
13.	The Institute values and prioritizes internal communication.					
14.	I feel supported by my colleagues and superiors in carrying out my job responsibilities.					

Part 2: Channel of Communication

Table 2

No	Statements	Very frequently	Frequently	Occasionally	Rarely	Very rarely
15.	How often do stakeholders receive updates or research findings from the Armauer Hansen Research Institute?					

16. Which of the following channels of communication do stakeholders find most effective for receiving information from the Armauer Hansen Research Institute?

- A. Print materials, including brochures and pamphlets B. Online blogs and articles

C. Social media platforms

D. Email newsletters

E. In-person presentations and event

Please select all that apply

17. Which of the following best describes stakeholders' perceptions of the Armauer Hansen Research Institute's engagement in disseminating research findings?

A. The Institute consistently engages and effectively communicates research findings to stakeholders.

B. The Institute engages with stakeholders, but could improve its communication methods.

C. The Institute rarely engages with stakeholders to disseminate research findings.

D. I do not have enough information to assess the Institute's engagement with stakeholders.

18. Please rate the quality and relevance of the research findings communicated by Armauer Hansen Research Institute:

a. Excellent b. Very Good c. Good d. Fair e. Poor

19. Which of the following stakeholders are most likely to engage with the Armauer Hansen Research Institute's communication efforts, and which channels do they use most frequently?

A. Policymakers

B. Healthcare professionals

C. Community leaders

D. collaborating institutions

E. Other (Please specify)

20. Regarding the communication channels, which of the following do stakeholders use most frequently?

A. Conferences and seminars

B. Social media

C. Press releases

D. Newsletters
channel

E. Other (Please specify)

F. telegram

21. Can social media be used as a tool for strategic communication practice?

A. Yes .

B. No

C. may be

Part three: Types of Communication

Table 3

No	Statements	Strongly Disagree/1 for 24&25/	Disagree/2 for 24&25/	Neither nor Disagree/3 for 24&25/	Agree/3 for 24&25/	Strongly agree/4 for 24&25/
22.	How frequently are surveys or feedback tools used to evaluate the effectiveness of strategic communication practice?					
23.	Communication technologies (e.g.					

	conference calls, video meetings) are frequently utilized in the practice of strategic communication plans.					
24.	To what degree is Electronic Communication (e.g. Emails, Social Media) utilized in the practice of strategic communication?"					
25.	To what extent to which you believe strategic communication plans rely on verbal communication in practice:					

Please rate the following statement based on your agreement level:

Table 4

No	Statements	Never	Rarely	Sometimes	Often	Always or almost always
26.	How often do non-verbal forms of communication (e.g. visual aids, body language) factor into strategic communication practice?					
27.	How often do face-to-face interactions between communicators play a role in strategic communication practice?"					

Table 5

No	Statements	Not important at all	Slightly important	Moderately important	Very important	Extremely important
28.	How important is written communication (e.g. memos, reports) in strategic communication practice?					

Part Four: Importance of communication in the success of an organization's strategic communication

29. How important do you believe strategic communication is to the success of an organization?

- a. Not important at all b. Somewhat important
c. Very important d. Extremely important

30. How does your organization measure the effectiveness of its strategic communication practice?

- a. Through employee surveys
b. Through customer satisfaction rates
c. Through social media engagement

d. Through sales and revenue growth

31. Does your organization have a crisis communication plan in place?

a. Yes

b. No

32. How does your organization ensure consistent messaging across all communication channels?

a. Through designated spokespersons

b. Through training and guidelines for all employees

c. Through regular review and updates to communication materials

d. Other (please specify)

33. How does your organization adapt its strategic communication plan in response to changes in the external environment?

a. Through regular audits and assessments

b. Through a designated crisis communication team

c. Through on-going feedback from stakeholders

d. Other (please specify)

Table 6

No	Statements	Never	Rarely	Sometimes	Frequently
34.	How frequently does your organization review and update its strategic communication plan?				
35.	When developing a strategic communication plan, how often does your organization involve stakeholders in the process?				

Appendix 2: Interview Questions

I want to inquire about internal and strategic communication in your organization, which are crucial for success. Internal communication keeps employees informed and engaged, while strategic communication conveys your organization's mission and goals to stakeholders. I hope you can share your insights and challenges regarding these topics, and I appreciate your honest and thoughtful answers.

1. Can you describe the role of internal communication at Armauer Hansen Research Institute? _____

2. What methods are used to ensure effective internal communication at Armauer Hansen Research Institute? _____

3. Can you describe the communication channels used to disseminate research findings.
4. Is there a specific approach to communication that is employed when sharing research findings and updates? _____

5. Can you describe the different types of communication used in strategic communication practice at Armauer Hansen Research Institute? _____

6. How does the institute ensure that all types of communication are aligned and consistent with the overall strategic communication plan? _____

7. Can you describe the key factors that contribute to the success of strategic communication practice at Armauer Hansen Research Institute? _____

8. How does the organization measure the success of strategic communication practice? _____

