



**Analysis of organizational Communication Practice: Ethiopian Airlines in Focus**

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## **Abstract**

Analysis of Organizational Communication Practice: Ethiopian Airlines in Focus

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This study was an attempt to analyze how organizational communication of Ethiopian Airlines was functioning. As it is becoming known, organizational communication has been an important tool to achieve organizational objective. However, organizational communication of Ethiopian never been studied. Therefore, this thesis studied organizational communication practice of Ethiopian Airlines. The study employed both qualitative and quantitative research method to find out Ethiopian performance in this regard. Questionnaires distributed to three hundred eighty-one employees of Ethiopian airlines. In addition, interview also conducted with the head of employees' engagement office of Ethiopian Airlines. The findings indicated that Ethiopian employees are very much aware of the significance of communication in their day-to-day activity. Moreover, the policy that guides the practice of internal communication encourages employees to engage in honest and effective discussion. However, the findings showed they are not effectively engaged in communication; as a result, most employees are not happy by performance on intra-organizational communication their company. Even if Ethiopian has, a solid ground to have effective communication but it failed to deliver the needed practice in the company. This study concluded based on the findings of this research. In the end, recommendation forwarded that researcher think helpful for the betterment of organizational communication in Ethiopian airline.

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**Dedicated to:**

My mother for her

Strong and endless

Love

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## Chapter One: Introduction

Human beings are the result of organization and communication, their affiliation to certain organization and their communication connections determine who they are (Dennis: 2013). Applying for a job on a certain organization and hired, or become a leader, a member of certain social organization, or volunteering in certain charity organization, we humans are experience certain kind of organizational communication (Hahn, Lippert and Paynton T.;2014). Even if organization and communication is a daily phenomenon of human beings, we hardly understand its meaning and purpose (Fisk; 2002). Dennis's short story explains the issue better, even though we experience, use the utility of communication and organization directly or indirectly, we failed to notice its significance in our ride to achieve our goal and objective.

“We like two young fish that one day pass an old fish says to them “morning, boys, how is the water?” After the fish swim away, one young fish turns to the other and says, what is water?” (Dennis: 2013, pp., 3)

Despite the two young fish live, swim and there life is highly dependent on the existence of water, they are unable to notice what the water is all about, because these two fish take the water for granted. Dennis compares humans with those young fish and tries to emphasize the importance of organizational communication and our indifference to recognize its significance. Thus, according to Dennis, Studying communication becomes an important field of study. Wayne and Don (1994) also underline the importance of studying organizational communication. They said organizational communication studies how people think about the things around them and studying the things as the same time. By focusing the study on these issues, it is possible to improve the organization and in the end, it is possible to achieve the objective of the organization.

Organizational communication is a young academic discipline (Jansen; 2003). The 20<sup>th</sup> century can be considered a year that organizational communication emerged to become independent study (ibid). The importance of organizational communication has evolved gradually through time (Rajhans: 2012). Bernard who cited on Rajhans research (2012)

considered as the pioneer who pointed out the importance of communication. In a contemporary world the vitality of organizational communication towards achieving effective and efficient organization, become clear. For Dennis (2013) without effective organizational communication, the fate of organizations destined to fail. Managers of today's organizations have multiple duties and responsibilities: setting objective, organizing work, motivating employees, evaluating performance, and training personnel, are among the many duties where managers expected to fulfill. To execute these responsibilities successfully, basic knowledge of communication is fundamental (Lewis: 1980).

According to Rajhans (2012), the fierce and the cutthroat business competition in the business world demand business organizations to find ways, which helps the effective use of its resources and capabilities. He stressed that, the effective utilization of the three elements in any business organization that is; men, machine, and material have determinant impact on the final product of the organization. Our ability to deal with these three factors could define the destiny of any business organization. Even though dealing with these three factors are difficult but dealing with human beings are the most difficult of all. If we need to achieve the objective of the productivity of an organization, handling the emotion, feeling, thought of human beings is pivotal.

For Blzenaite (2011) communication plays an important role towards achieving the objective and goal of the organization. Organizational communication scholars even link the success of organization with its communication practice (Wayne & Don: 1994). Communication in the organization, according to Antonis (2005), helps the creation of team spirit between units and departments. As a result, it facilitates the smooth working process and climate within and outside of the organization. This scholarly consensus on the vitality of organizational communication amplified the significance of communication on the realization of organizational objective. In fact, now a day organizational communication's strategic benefits attract many business leaders and motivate them to deliberate a policy and strategy that helps them to realize the objective of their organization. Having effective communication in business organizations are very

imperative, so measuring and assessing the state of communication within organization is significant.

For Francis (1987) the failure of organizational communication has unpleasant consequences. The company strategy that designed to rescue the company from bankruptcy and make company competitive, responded indifferently from employees. Even if the company requires the co-operation and team spirit from its employees, it will be plagued with disagreement and hostility. Francis (1987) further comments and said that soldiers have died due to the breakdown or misunderstanding of communication. Even if the lack of effective organizational communication in the organization could cause the loss of customers and in the end lead to bankruptcy, but we repeatedly fail and made the same mistakes.

Ethiopian Airlines is a historic organization since its inception (Selamta magazine, 2013). The company boldly poses to compete with the big players of aviation industries of the world. The humble and bold beginning of the company accompanied with many achievements and success throughout its history. According to the strategic road map manual of the company, Ethiopian again sets a 2025 vision that expected push the company in to the higher echelon of the aviation business. This thesis is set to analyze the organizational communication of the Ethiopian, because organizational communication of the company could affect, positively or negatively, the realization of the objective and goal of the organization. As Francis stated (1987), improving communication in the organization is important in realizing development objectives of any company.

## **1.2 Statement of the problem**

Communication is an important process that helps facilitate the provision of products and services of profit or nonprofit organizations (Lewis: 1980). Communication considered by certain scholars as 'lubricant' of the engine of an organization, which enables the system to work well (Invernizz, Romantic & Biraghi: 2001). People make organization, the ability of effectively using the utility communication within the organization have a direct relation on the success of the bottom line of the organization, profitability. Effective communication provides unity of purpose amongst the member of the

organization. Querk cited in the book entitled 'the public relation hand book', said effective communication in organization unified the employee in one direction to achieve the objective of the organization.

A business can only achieve its best when everyone's energies are pointed in the same direction and are not at cross-purpose. Employees need to have a clear picture of the overall direction and ambition of the company [and] a clear sense of where he or she fits in and how [they] contribute to the company's goals. (Cited in Theaker: 2001, p168)

To achieve the unity of purpose and realizing the objectives and goals of business organizations, effective organizational communication is important. The communication strategy that allows the free flow of information within the organization could unlock the potential capability of employees (ibid). As employees are important resource of the organization, effective communication practice with employees in the organization will guarantee effective external communication of the company (Theaker: 2001). On the other hand for Southgate, cited in Mule's (1983:1) thesis, underlined that "in a company which is weak and controlled by misunderstanding and mistrust internally, will unable create the brand that it aspires to build outside". If the organization lost the trust and understanding of its employees, it will totally lose its competitive advantage, because employees are the competitive advantage of any organization (Macorosky: 2005).

Organizational communication is defined as the strategic use of communication action to methodically influence the knowledge attitude and behavior of employees (Tench & Yeomans: 2006), scholars of organizational communication understands the importance of communication and behavior of the employees and their impact on the brand and the final goal of the organization. The inability to understand the communication need of the employees, the inability to create the psychological intimacy with the employees could destroy the trust and the commitment of employees to the organization (ibid).

Employees are the major assets of any organization. The inventive ability, the motivation and satisfaction of employees have a decisive role on materializing the organization objective. Empowering employees to demonstrate their potential freely, add the value to the company. Motivating employees to unlock their potential is the objective of organizational communication. In addition to that, organizational communications have

the duty of internalizing the vision and strategy of the organization to its employees. Updating the current issues that concern the company, the corporate history, mission, value, culture will be the objective of communication in organization. (Invernizz, Romantic & Biraghi: 2001)

Although communication plays such critical role in an organization, it does not have the attention it deserves in some organization (Macroskey: 2005). Taking Macrosky's observation in to account this study investigates the state of communication in Ethiopian Airlines, and analyzes organizational communication of Ethiopian Airlines. Ethiopian authored the 2025 vision and strategic road map that expected to advance the dominance of Ethiopian Airlines. The strategy expected to make Ethiopian a strong competitor in the world aviation market. However, up to the researcher knowledge the organizational communication of Ethiopian has not studied, so this thesis assesses and analyzes the communication gap or strength of the organization.

### **1.3 Objective of the study**

#### **1.3.1 General objective**

The general objective of the study is to investigate and analyzes the organizational communication practice in Ethiopian airline.

#### **1.3.2 Specific objective**

The study tries to address the following specific objectives.

- To examine the practice of organizational communication in Ethiopian airlines
- To identify the weaknesses and strengths of organizational communication in the company

### **1.4 Research question**

In order to investigate the above-mentioned problem the researcher attempted to answer the following questions that the study answers in the end of research process.

- What is the practice of the organizational communication in Ethiopian airlines?
- What are the weaknesses and strengths of the existing communication in the organization?

### **1.5 Scope of the study**

The scope of the study was limited to the intra-organizational communication of Ethiopian Airlines. The study intended to analyze the intra-organizational communication of Ethiopian Airlines. Organizational communication scale developed by Roberts and O' Reilly exclusively focused to measure management and employee communication in the organization. However, the external communication of the company cannot measure using this questionnaire or scale. In addition to that, communication scholars underline the competitive advantage of having good intra-organizational communication practice to build effective organization, so by narrowing down the focus of the study it is possible to produce matured and sensible results. Putting in consideration the above factors the scope of this research is limited to intra-organizational communication and not include the external communication of Ethiopian Airlines.

### **1.7 Significance of the study**

Ethiopian Airlines authored 'vision 2025' that expected to make the Airline to be a strong competitor in Africa and in the world. To materialize the vision and objective of the organization, effective communication is imperative. However, many organizations, it may include Ethiopian Airlines, neglected the importance of organizational communication towards achieving the objectives of the organization. The inability of organization to invest and give the attention it deserves to internal communication, forced them to lose their main competitive advantage that is its employees. So it will become important to study organizational communication and highlight its significance to the stockholders and the concerned policy makers.

As organizational communication is, an important tool that plays a pivotal role on the success of any profit and non-profit organization, Ethiopian Airlines also needs to equip

itself with this important tool. As a result, this thesis has the following stated significance,

- By showing the current state of communication in Ethiopian Airlines, the study intended to encourage and enable the decision makers of the company to give intra-organizational communication the attention it deserves.
- The management can use the research findings as an input to strengthen the current communication practice within the organization.
- Many literatures tries to relate the success or failure organization on the effectiveness or the lack of organizational communication, so research findings of this study can be used as a spring board by the management to further strengthen is competitiveness in the business.

### **1.8 Limitations of the study**

Many constraints limited this study. However, the common ones were lack of availability of up to date materials for reference. Finding related literatures in the field of organizational communications is very challenging. The resource constraints are a potential limit for the result of this study. Another limitation that needed to mention in this paper is language. Ethiopian airline uses English language as the language of the company; as a result, questionnaires distributed to employees of the company uses English language as its medium. However, the pilot questionnaire that was distributed returned with some unanswered question and some employees even commented their difficulty of comprehending the questions. Even if the researcher make some modification to questions, there is also the highest possibility of answering or returned unanswered, this could limit the result of the study. Another important limitation worth mentioning her is some employees may answer carelessly the questions without giving attention to the issue.

### **1.9 Definitions of terms**

In order to have a common understanding with the readers of this thesis, it is important to define certain terms that redundantly happens throughout this paper.

**Ethiopian-** according to the policy manual of Ethiopian airline, Ethiopian means a short form that means Ethiopian airline.

**Effective communication-** is a two-way information sharing process that involves one party sending a message that easily understood by receiving party. It is the facilitation of information sharing between company employees and can substantially contribute to its commercial success.

**Management staff-** is the employee of an organization where the main duty is managing a department, units and subdivisions that spend majority of its time on performing these duties.

**Non- management staff-** is an employee, their primary task is a functional/technical in its nature. These employees paid for functional expertise not for supervising people.

## Chapter Two: Literature Review

### 2. Organizational communication

Organizational communication is a new field of study that merges two distinguishing and independent concepts, communication and organization (Wayne & Don: 1994). Many traditional literatures of organizational communication tried to link these two concepts and show the relation of communication with the success of organizational objective. Scholars of organizational communication argued that improving communication in organization would not only help the organization achieve its objective, but rather will better the organization itself (Lewis: 1980). Before goes deep in to the concept of organizational communication it will be appropriate to define these two independent concepts which build the term organizational communication.

#### 2.1 Defining organization

The classical theory of organization explained that organizations established by a group of people who tied with strict rule and regulation with systemic implementation and coordination of activities to achieve the set objective (Robbins: 2001). Whereas the modern organizational theorists said that organization is a networked system and coordination of more than two people, where they are interdependent to each other where both members' contribution and input have a determinant contribution for the success of the organization (Widhiastuti : 2012) Laura k. et al. perspective further strengthen the above points,

“We organize together for common social, personal, political, or professional purposes. When people form organizations they establish rules, hierarchies, structures, divisions of labor, designated/negotiated roles, and interdependent relationships. Organizations are complicated, dynamic organisms that take on a personality and culture all their own” (Laura K. et al).

The above discussion of organization intensely points out the purpose, the rules, the authority, the interdependence that involved within the organization. It is a coordination of parts of activities of the organization to realize the objective of the organization. Harris and Nilsson (2008) definition of organization further strengthen Laura's point of

view they said, "Organization is the rational coordination of activities of number of people for the achievement of some common explicit purpose or goal through the division of labor and function, and through the hierarchy of authority and responsibility".

## 2.2 Defining Communication

Defining communication is a very difficult task to do. Even if many researchers on the field of communication listed out more than 126 definition of communication, but they cannot give clear and precise definition that win the consent of the communication scholars unanimously (Wayne & Don:1994). That is why Lewis said (1980:8) 'defining communication is legion, yet many attempts resulting in a confusion of vagueness and ambiguity'. The question worth mentioning is what constitutes the term communication then? Phillip V. Lewis said in his book entitled 'organizational communication: the essence of effective management' put forward the following important remarks,

Communication may take the form of written or spoken words gestures, or visual symbols; it can convey messages by action, touch, or sound. These different methods of transferring information make communication a dynamic, continual, and complex process- a processes underling the existence, growth change and behavior of all living system from the individual to the organization. It is the sending and receiving of information within a complex organization, exchanging and transmitting meaning within an organization and coordinating a number of people who are interdependently related (Lewis: 1980).

According to Fisk (2002) even if communication is a daily routine, defining communication is not an easy task. The endless definition of communication makes the concept harder to comprehend. Communication defined as interpersonal information exchange of individuals; it could be a television program and the hairstyle of a person, etc.

There are two schools of thought in the study of communication. The first school of communication portrays communication as the transmission of message; Fisk called this school 'process school'. The school focused on the sending and receiving of information.

It assumes the message sent will have an impact on the receiver of the message if not, the proponents of this school considered the activity as failed communication (Ibid).

According to Fisk (2002:2), the second school sees communication as ‘the production and exchange of meaning’. This school of thought concerned more on the interaction of humans with messages and texts in the making of meaning. Two variables, that are text and culture, played a determinant role in the creation of meaning. The process school defines communication as “a social interaction, a process by which one person relates to others, or affects the behavior, state of mind or emotional response of another, and vice versa” (Fiske: 2002, p 2). The second perspective defines communication as a social interaction but differ with the process school that to produce the intended outcome from the interaction, the people involved in the interaction process must be from the same cultural group (ibid).

## **2.3 Communication models**

Communication is a day-to-day activity of human beings, however we are not that much good at communication (Fisk: 2002). It is not simple activity, as it seems, rather it is a complex phenomenon. Communication is the interaction of interrelated activity that requires techniques and methods that allow us investigate the term thoroughly. Therefore, communication models help us to comprehend this very complex activity in a simple and easy way, four communication models chosen for this study.

### **2.3.1 Linear model of communication**

This model is the work of Shannon and Weaver in 1949 (Fiske: 2002) its simplistic and linear approaches make the model easy to understand. The two scholars forward simple approaches of communication. The model considered as the important work for the study of communication. Shannon and Weaver identifies three level of problem in communication study,

- Level A is a technical problem - that is how communication that used symbols transmitted.

- Level B semantic problem - that is how precisely do the transmitted symbols convey the desired meaning?
- Level C effectiveness problem - that is how effective is the received meaning affect conduct in the desired way?

The sources of the information, in Shannon and Weaver model, have a decisive role in choosing which message should transmit and which is not. After the selection of message done, the originator of the message (source) transmit the message verbally or non-verbally. The source of the message changed the idea and emotion in to codes and the coded message transferred to the intended target or audience using appropriate channel (Fisk: 2002).

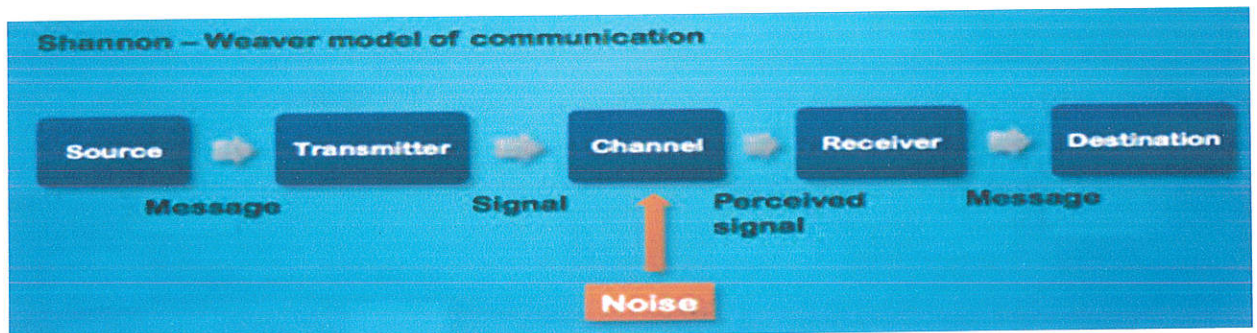


Figure.1 Shannon and Weaver communication model

The channel used can range from text message to face-to-face discussion. In the end, the receiver decodes the message and the communication end here. Any interruption of the message that happen in any part of this communication process considered noise, the noises according to Fisk anything that distort the communication, it could be physical, or psychological (Fiske: 2002).

Shannon and Weaver contend that the meaning of a message found in the message, so our ability of encoding the message effectively will help us overcome the semantic problem. Therefore, to better our encoding ability and minimize errors, redundancy is a very good solution. Redundancy in communication is defined as the predictability of the message that transmitted, how familiar is the message that we transmit is the concern of

redundancy. To have effective communication, redundancy is not merely useful, it is vital (Fiske: 2002).

### 2.3.2 Interactional model of communication

The only section that differ interactional model from linear communication model is its incorporation of feedback in its communication processes. Feedback is the reaction or response of the receiver to the message he or she exposed. Wilber Schramm who is one of the early theorists of communication comes up circular communication model. The individual or groups who are participating in this model take the role of decoding and encoding of message in the communication processes interchangeably (Wood: 2010).

For Schramm to have effective communication both sender and receiver should share experience which is common for both of them, otherwise the communication will fail to produce the intended result. Therefore, to comprehend the message entirely there should be overlap of experience. Because communication will be difficult between individuals, who came from different culture and speaks different language (ibid).

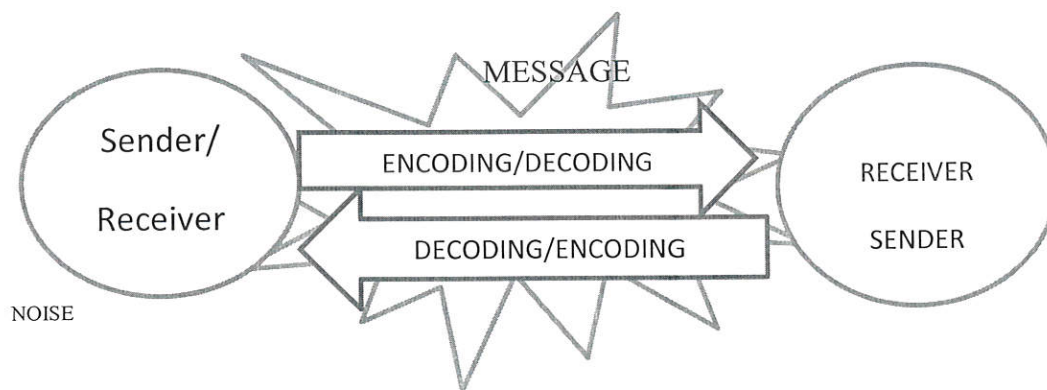
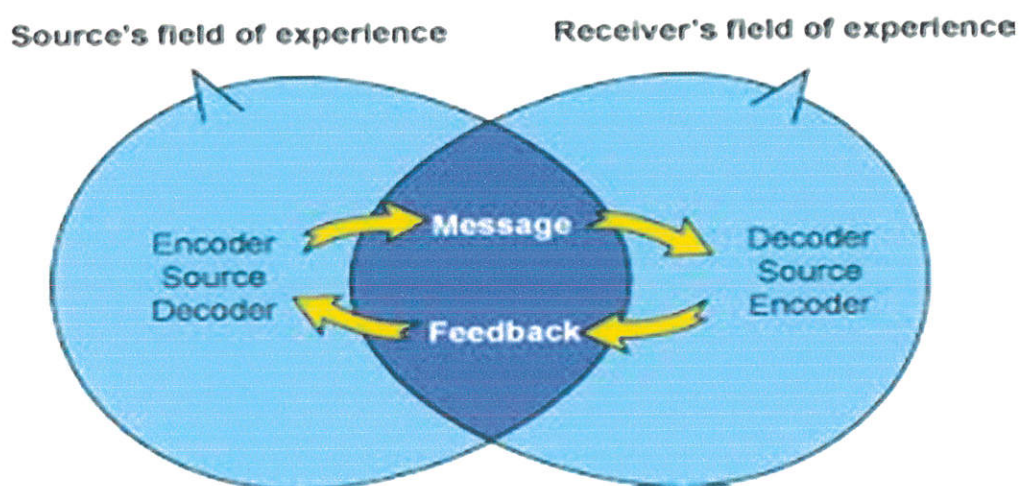


Figure.2 Wilber Schramm's communication model

### 2.3.3 Transactional model of communication

Transactional model of communication developed to explain the real world communication processes. The model demands cooperation from both the sender and receiver of the message in order to have effective communication. People who appear to be communicating came from different culture, with different frame of reference, gender,

standing in a society and way of life. To overcome these communication hurdles and have fruitful communication, both sender and receiver need to find 'a shared field of experience' to have effective communication. The transactional model sees communication as negotiation of meaning; unless we put our effort forwards to find a common place for both sender and receiver of the communication processes it will be impossible to have meaningful communication (Wood:2010).



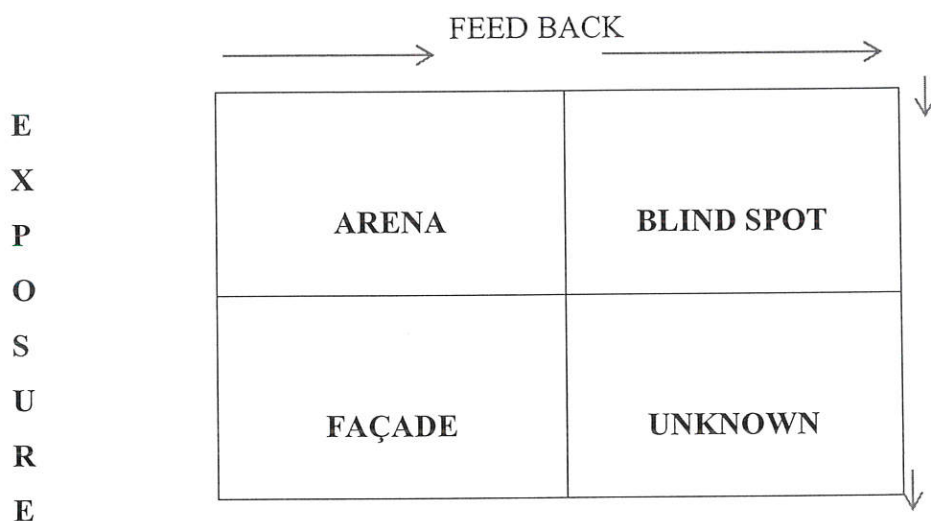
*Figure.3 transactional model of communication*

### **2.3.4 Johari window communication model**

According to Northup (2006), communication based on trust between employees and management is a key for the success and achievement of organizational objective. Every business leader aspires to build an organization where its employees are effective and efficient on their duty, motivated and willing to work with the highest standard possible. Effective organizational communication is the key to have productive organization, then interpersonal communication within the organization is become a significant portion that requires organizational attention. Johari window communication model is an important communication model to analyze interpersonal communication effectiveness within the organization. Joseph Luft and Harry Lungum is invented this simple interpersonal communication and easy to understand model. The model is an important tool that helps

to develop self-awareness of individual member of the organization and create a strong bond between them based on mutual understanding. The model is an important communication framework for business organizations. Northup (2006) explained the following important elements of the model,

**The arena area** is the area of information known by individual himself and by others. In this atmosphere smooth and effective communication based on trust and understanding, and is free from mistrust and conflict, exist. Many research indicated that managers should strive to widen Arena area of information if they aspire to build organization with effective communication.



*Figure.4 Johari communication model*

**The façade area**, in this area information is unknown by others except the individual. The fear, hidden intention, sensitivity or manipulative intentions of individuals cause this kind of communication area.

**The unknown area**, this area contains information that is unknown by others and unknown by the individual. The talent of the individual, the feeling, aptitude, the personality that influence the behavior of the individual are the possible information area that categorize in this window.

**Blind spot**, this area contains the information known by others but unknown by individual. A person with blind spot is unable to listen or communicate effectively with his working mate.

Organizational culture and working environment have played a pivotal role to build effective and efficient employees. To use all employees' talent, to disclose their hidden selves open communication in working environment is a prerequisite. The organization should create working atmosphere that encourage communication in the organization. Because employees hold back their talent, feeling in order to avoid judgment (Northup: 2006).

## **2.4 Organizational communication**

'Organon' is the Greek word which have equivalent meaning with English term 'tool' or 'instrument' organon is the root word for the term organization (Modoff P., Butler A. & Dewine S. :2011). Communication played an important role on the realization of organizational objective, even organizations come in to being, and expand with the help of communication (Piperopoulos: 2013). Everyone in the organization, irrespective of position in the hierarchy, gender, age or race involves in some kind of communication. To achieve the needed organizational target, collaboration and team spirit is required; however working as a team will not be successful without effective organizational communication (Ibid). What is organizational communication? Organizational communication is a complex concept (Modoff P., Butler A. & Dewine S.:2011) scholars provided us different definitions from different perspective. To comprehend thoroughly the concept of organizational communication defining the term is imperative. Two definitions of organizational communication selected for this study; these are the functional and the interpretative definitions.

The functional definition of organizational communication describes organizational communication as the presentation and interpretation of messages between members of organization (Wayne &Don: 1994). According to this definition, organizational communication is the exchange and interpretation of message between two employees. However, organizational communication is a very complex and multi-faceted system

where different factors and elements interact to produce a single product (Dennis: 2013). That is why Wayne & Don (1994) said to analyze organizational communication system the ability to see multiple factors simultaneously is very important issue.

The system involves displaying or interpreting messages among dozens or even hundreds of individuals at the same time who have different type of relationship connecting them. The thinking, decision, and behavior are governed by policies, regulation and 'rules' who have different style of communicating managing and leading. Who are motivated by different contingencies: who are at different stage of development in various group; who perceive communication climate, who have different level of satisfaction and information adequacy; who prefer and use different types, forms and method of communication in different network ; who have varying levels of message fidelity; and who require the expenditure of different level of material and energy to communicate effectively. The interplay among all of those factors and possibly many more is what we call the organizational communication system (Wayne &Don: 1994).

The interpretative definition of organizational communication, according to Wayne and Don(1994:23), on the other hand points out that "organizational communication is meaning generation process of interaction that creates, maintains, and changes the organization" so this definition focused on meaning creation that exist in the organization. The difference between the two definitions are, the functional definition focused on structure of communication in organizational communication but the interpretive definitions of organizational communication focused in the meaning generation process of organizational communication.

Dennis (2013) Defines organizational communication as follows, "organizational communication is the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goal" this definition shares some communalities with interpretative definition by recognizing organizational communication as process. Organizational communication mainly used to create interpersonal relation with internal stakeholders as well as the outsiders who show some interest with organization.

For Golfer who is cited by Antonis thesis (2005) entitled 'communication audit as integrated communication measurement: a case study,' identified some communalities among the definition of organizational communication. The first one is a recognition it was given for the openness of organizational communication to influence at the same time to be influenced by the environment it operates, the second one is the involvement of message its flow, purpose, direction and media, the third one is the involvement of people, their feeling, attitude, relationship and skill. Antonis (2005) better clarified what organizational communication means and its significance.

- Communications have strategic importance in coordinating the members of the organization to materialize the needed objective.
- Comprehending the full utility of organizational communication, allow us to understand the functions and internal workings of the organization.
- Effective organizational communication empowers decision makers.

## **2.5 Organizational communication flow**

The flow of communication is dependent on the goal, the managerial style and climate of the organization. The very vital duty of managers in any organization is to create commonness among its employees. The free flow of information from both sides of the company is an important factor to achieve purpose of unity (Lewis: 1980). According to Wayne and Done (1994), communication could flow from employees at the lower level to the people with the higher authority. It could also come from people from top level of the company down to the hierarchy up to the lower level. Alternatively, it could also be an exchange of information with people with relatively equal authority within the organization. Communication also could happen informally, and flow with unpredictable pattern. All the above different patterns of communication flow have its own advantage and disadvantages in communication effectiveness in the organization. So let see different patterns of communication flow in organization.

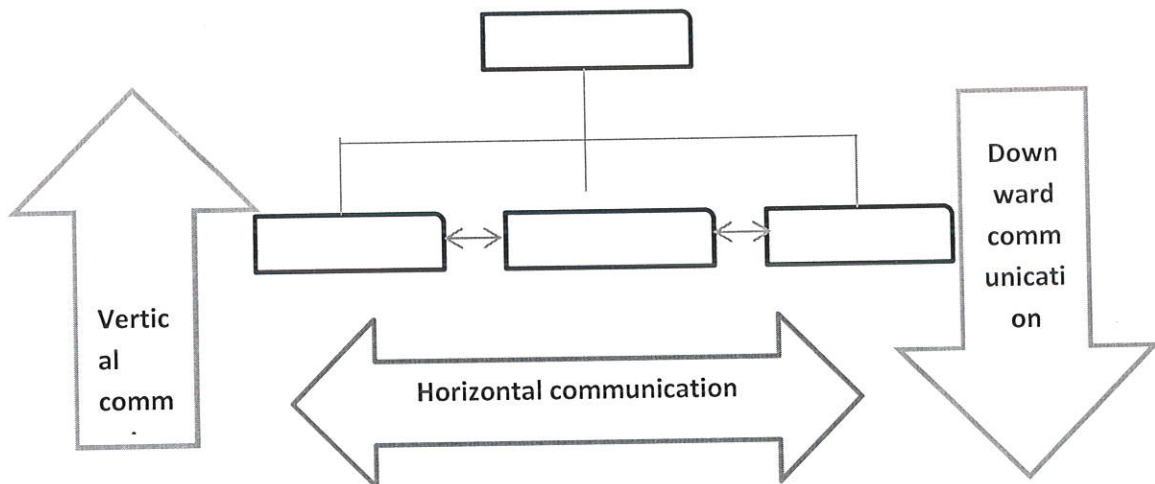


Figure.5 communication flow in organization

### 2.5.1 Downward communication

The organizational communication that originates from the higher authority of the company and flow up to the end level of authority down to the hierarchy called downward communication. Downward communication is the most utilized communication channel of organizations. Lewis (1980: 60) said even if these channels misused by organizations, but it is considered as the integral part of traditional organization communication. Scholars' points out different perspective about the significance of downward communication, Lewis in his book entitled 'Organizational Communication,' explained that mostly management uses downward communication. It gives them the opportunity to converse the objectives of the company to its employees; it is also can be used to clear out the fear, the misinformation, the misunderstanding. It also used to communicate and persuade the employees to demonstrate the needed behavioral change to achieve the objective of the organization.

Lewis (1980) identified five type of organizational communication in downward communication.

- The job instruction communication, this explains how to do the needed job.
- The job rational, communication that intended to clarify the task related issues to its employees.

- Procedure and practice, communication about policies, rules regulations, and assigned tasks.
- Feedback: is a kind of communication to evaluate and, evaluated about the duty done.
- Indoctrination of goals, it is a type of downward communication of an ideological character that intended to indoctrinates a sense of mission on employees.

To do effective downward communication the mix of the following four communication channels could be used that is, the oral, and written, a combination of oral and written, and visual. Level and Galle that cited in Wayne and Don Book (1994), listed out six criteria to choose the appropriate channel. The first criterion is checking of the 'availability' of channel within the organization. The second one the 'cost' that it will incur to the company will be also investigated. The third element that should be considered in choosing appropriate channel is the 'impact' that desired to materialize. The methods, which realize the highest impact selected. 'Relevance', the channel that is relevance to the specific information, which intended to dissemination also another criterion, put on the table when choosing the type of channel. Do we need the reaction of the employees for the information we converse, so the 'response' also another criteria, the last point which is underlined is the ability of the sender of using the selected channel and the ability of the receiver of using the channel and comprehend the information is very important, this is called 'skill'.

### **Distortion of downward communication**

By withholding, by manipulating the information the management could distort the downward communication of the organization. According to Lewis (1980), in organization with thousands of employees, it will be impossible to use a face-to-face communication because of that the following three scenarios:

- A superior may fail to explain subordinates duties or fail to give an accurate picture as to where they stand in the organizations.
- Subordinates may fail to understand an explanation and may not be in the position to question it.

- Managers and subordinates may have a conflict of value (consequently, management must orient their communication to the existing workers goals).

Therefore, according to Lewis (1980) to have the intended effective result from downward communication the top management should consider the following three elements

- Specify an objective for communication.
- Make sure the content possess the following qualities: accuracy, specificity, forcefulness, receiver oriented, simplicity and no hidden agenda.
- Employ the best communication technique to get the message across the receiver.

### **2.5.2 Upward communication**

Upward communication is the flow of information that happens between management and subordinates (Lunenburg: 2010). According to Lewis (1980) except those who are at the top of authority, all employees use the utility of upward communication to satisfy the information need that they require to achieve the personal as well as organizational objective. It is the request of information or a provision of comment for those who have more authority than the one who involves on information seeking or the forwarding of comment. The organizational communication assumption of employees as important stockholder in the realization of organizational objective, this paved the way for the emergence of upward communication (Ibid). There are various types of information sharing in upward communication. Discussion with supervisors, counseling, exist interview, meet with union leader, scheduled meeting with management and employees, employees problems that occurred on their daily duty, that the employee could not solve by themselves, to gather the reflection of employees on their job and to assess their attitude and moral on the goal and objective the company.

According to Wayne and Don (1994:132) upward communication have seven principles that guide the flow of communication in the organization, these are:

- The need of communication planning, Managers or supervisors should encourage upward communication by keeping confidentiality of the information they are

sharing with their subordinate, by doing these they can implement effective upward communication.

- Continuity of communication, upward communication is a continuous phenomenon. It has to implement consistently in good or bad times of the organization.
- An effective upward communication uses the formal channels of organizational communication; the employees could go up to the level of authority until the information need is satisfied.
- An effective upward communication stresses sensitivity and receptivity in entertaining ideas from lower level. To clear misunderstanding and confusion, bridge the gaps of inferential differences, and have effective upward communication, listening is very important tool.
- Objective listening, managers and supervisors ability of entertaining contrary ideas reduces tensions within the organization.
- Taking action and responding for the problems raised, implement what was discussed or reason out the cause of its failure in a transparent way is one reflection of effective upward organizational communication.
- An effective upward communication uses different method of communication channels to promote the flow information within the organization. Face to face is the preferred communication channel.

### **Distortion of upward communication**

According to Lewis (1980), three interpersonal factors may have a direct relation on upward organizational communication. The trust that the subordinate have towards the manager or supervisor, the possible leverage that the supervisor or manager has on their future carrier, the aspiration of the subordinate or employees have on their duty also have an impact on the effectiveness of upward communication. Lewis discussed other factors that could distort the upward communication of an organization these are

1. The structure of authority, are the rules that guide the behavior of employee is clear understandable? How transparent is the organization to its employees? The

management's ability to hear employees' concern and adjust accordingly and the employee's sense of security are among the factors that can distort the flow of communication.

2. The existence of team spirit within the organization is important; the lack of it could distort the communication flow.
3. Withholding, screening or miscommunication could have adverse effect to subordinate and discourage them to communicate upward.
4. The employees' demonstration of trust towards their superior is also important factor to realize effective upward communication the lack of it obviously a barrier for smooth upward communication flow.

### **2.5.3 Lateral communication/ horizontal communication.**

Horizontal communication or sometimes called a cross-line communication is the most effective and strong communication flow that relatively harvest understanding between communicators (Lewis: 1980). Horizontal communication is information sharing within employees who are under same organizational units (Wayne & Don: 1994). In addition, a communication is happen between the same or equivalent authority. This kind of communication flow is quite popular in the lower level of organizational structure. The communication types which are practiced in horizontal communication are coordinating the flow of work, solving problem within the organization, exchanging information and solving the conflict that is happening between departments (Lewis: 1980) (Lunenburg:2010).

According to Wayne and Don (1994:130), the research finding and experience sort out six distinctive factors that facilitate the existence of horizontal organizational communication.

- Horizontal communication help and facilitate the coordination of work assignments, it simplify the duty of identifying who will do what.
- Horizontal communication helps the emergence of new ideas and used to share ideas effectively among employees.

- It can be also used to solve a problem by involving all concerned, it will simplified the problem solving effort.
- This kind of communication flow within the organization helps to secure a common understanding on the value and objective of the organization, in the end it will unify the employees to the common objective.
- It also used as a platform to settle a difference that could occur within the organization, because settling differences will increase the efficiency and effectiveness of the organization.
- It used as a tool to create interpersonal and emotional bond among and between the employees. The continuous interaction and communication create interpersonal ties in the end it will produce a cohesive working units.

#### **2.5.4 Grapevine communication flow**

Grapevine or informal communication in organization is not a recommended communication flow but rather it a natural phenomenon that is impossible to avoid (Lewis: 1980). So long, as it is unavoidable issue, organization need to learn mastering this communication channel and turns to the advantage of the organization. Grapevine communication has unpredictable pattern that does not restrained or follow by formal organizational communication. This kind of communication emerged when two individuals share and communicate information without due regard to position or authority (Wayne and Don: 1994) W. L. Davis & O' Conner which cited on Wayne and Don book entitled organizational communication listed out twelve characteristics of grapevine communication, these are

- 1- The grape vine functions largely through word of mouth interaction.
- 2- The grapevine is generally free of organization and positional restraints.
- 3- The grapevine moves information rapidly.
- 4- The grapevine network described as a cluster chain because each relay person tends to tell a cluster of people rather than one person.
- 5- Participants in a grapevine network tend to take one of three roles: liaison, isolates or dead enders( those who usually do not pass on the information)

- 6- The grapevine tends to be more a product of the situation than that of the people in the organization.
- 7- The sooner a person knows about an event after it happens, the more likely he or she is to tell others.
- 8- If the information told to a person concern something in which he or she is interested, that individual is more likely to tell the information to others.
- 9- The predominant flow of information on the grapevine tends to occur within functional groups rather than between them.
- 10- Generally from 75 to 90 percent of the detail of message being transmitted by the grapevine are accurate that; 'people tend to think the consequently more impressed on memory than its day-to-day routine accuracy.
- 11- Grape vine information is usually somewhat incomplete, lending itself to misinterpretation even when the details are accurate.
- 12- The grape vine tends to exert some influence in the organization, whether for good or evil.

## **2.6 Barriers of organizational communication**

Communication scholars identified seven elements of communication that should exist for communication to happen. The communicator, encoding, the message, the medium, decoding, and the receiver and in the end the feedback, these basics should occur at the same time for effective communication in the organization, group or between individuals (Moor: 2013). The disruption or the existence of noise in any part of the above communication variables could negatively affect the communication processes and could cause misunderstanding, which could result communication failure. Communication scholars call the noises that negatively affect the smooth communication process, communication barriers. Moor (2013) categories organizational communication barriers in to three broad categories, these are structural barriers, the intrapersonal barrier and the interpersonal barrier of organizational communication.

### **2.6.1 Structural barrier of organizational communication**

Organizational structures established based on hierarchy of responsibility and privilege. Employee's status and title guide communication freedom. According to Ivancevich and Matteson (1990) the status difference is a good example of communication barrier, people in the lower echelon of organizational structure could choose less communication with their superiors in order to avoid judgment by their supervisor or manager, these in the end lead to the distortion of communication. The authors also highlight time pressure as a communication barrier, manager's busy schedule could not allow them to communicate with all their subordinates, the time limitation could force them 'short circuiting' and exclude some employees from the information and channel, which could in the end impede the effective and smooth communication within the organization.

Another important issue of structural barriers of organizational communication is 'group language'. According to Ivancevich and Matteson (1990), every department and individual employees of organization have their own expertise and jargons used in their daily activities. These occupational, professional and social groupings of certain departments could develop phrases that are comprehensible to the group members only, but these phrases and jargons could distort communication when used outside the group or department.

### **2.6.2 Intrapersonal barrier of organizational communication**

The personalities, the knowledge level, the psychology of individual members of the organization also have incredible impact on smooth organizational communication (Moor: 2013). Moor recommends that to have effective organizational communication, organizations should pay attention to the psychological and cognitive abilities of individual member of the organization. Ivancevich and Matteson (1990) said that intrapersonal communication barrier happen, when the communicator and the receiver have different frame of reference on the subject under discussion. These cause mismatch in the decoding and encoding process of the communication and resulted in the break

dawn of communication. These according to Ivancevich and Matteson (ibid) could cause the cessation of the 'commonness' of communication.

Selective listening is also another important factor that can be categorized under the intrapersonal barriers of organizational communication. Individuals tend to listen to information that confirms with their value and belief system. Individuals could hardly follow rules, directives and regulations that conflict with their preexisting value and belief system (Ivancevich and Matteson: 1990)

### **2.6.3 Interpersonal barriers of organizational communication**

The topic discussed under interpersonal communication barrier is the issue of trust and credibility that the speaker has from the side of the receiver. How trusted and credible is the speaker in the eyes of the receiver? Is an important question that needs an answer to reveal the bases of effective communication (Moor: 2013). Source credibility is a total sum of the prior experience of the receiver towards the encoder of the information and the impression that the receiver has of the source, the result significantly dictates the reaction of the receiver towards the message that is forwarded.

The physical barrier is another factor that blocks effective communication in an organization. It is a system-based obstruction of communication which happens when the internet connection is lost, when a telephone cable is defective and in general when the communication devices are working poorly, this will hamper interpersonal communication and as a result will affect organizational communication in the end (Lunenburg: 2010). Physiological barrier is another important element that requires our attention, hearing and eye impairment, the level of temperature of the environment, the comfort of the place where the communication takes place all these have an impact, according to Lunenburg (2010), our physiological sensing ability. Psychological barrier is also an important variable; fear, anger, depression, positive or negative attitude, love and hate all are the construction of our mind. How we see ourselves, and our judgment towards others significantly affects the effectiveness of our communication in organizational decision-making (Pamela S. & Zalabak: 2006).

## 2.7 Ethiopian airlines a company overview

Emperor Haile Selassie considered as the mastermind of the commencement of aviation industry in Ethiopia. He had a strong desire of replicating the western technological advancement to his homeland. He came to understand the strategic benefits of having an aircraft to sustain his dominance at home and his prestige abroad. The king succeeds in realizing his aspiration acquiring air capability to his country. His move was historic in the aviation history of Ethiopia and the continent Africa. (Tucker: 2012) Tuckers captures the inspirational moment of the Ethiopian king, Haile Selassie

Haile Selassie viewed aviation as a key to his nation's future. Selassie's lifelong love affair with airplanes begun in November 1922 with an impressive British Aircraft demonstration up on viewing the royal air force performance. Selassie instantly understood how important airpower could be in Ethiopia (Tucker: 2012)

Emperor Haile Selassie strongly desired to establishment countries first Air Force but not without challenge. His western friends' reluctance to help him to achieve his dream forces him to look for other places. Dr. Melaku Beyene who was a personal physician of the emperor, educated in United States, managed to persuade the emperor to look for black pilots and technician in the United States that enable him to fulfill the dream (Tuckers: 2012).

John C. Robinson was, African American, a firm believer of pan Africanism gladly accepted the Emperor's invitation to help for the establishment of the National Air Force in Ethiopia. He trained pilots and technicians that advanced the air capabilities of the nation. He serves Ethiopian air force in full colonel position. Robinson came back after Ethiopia gain its independence. He established Ethiopia first civilian airlines, and named 'East African Airlines'. The former air force pilots become the new civilian airlines pilots. Later on American company called Trans World Airline join the airline by providing aircrafts and technical expertise to airlines and the name of the airlines changed to Ethiopian airline. (ibid)

The official journey of Ethiopian airlines had begun in December 30 1945. Ethiopian airline established with joint venture with American company called Trance World

airline. The humble and bold move of Ethiopia changes the aviation history of the entire continent Africa. A year later of its official establishment of Ethiopian airline the carrier inaugurated its first international flight on April 8 1946, using one of its Douglas c-47s aircraft, to Cairo. The green, yellow and red painted of Ethiopian aircraft across the African skies symbolize the freedom and independence for the then colonized Africa. (Selamta magazine: 2013)

The government owned company, according to the document of Ethiopian airlines, the dominating African skies for the last sixty plus years. Ethiopian operates to more than eighty-one (81) international destinations, most of them in Africa. This allows the flag carrier to command respect on its efficiency, effectiveness and profitability on the aviation business in Africa. The aircraft maintenance capability, the aviation training facility, and catering facility, are the strengths' of Ethiopian. Ethiopian operates one of the young and technologically sophisticated fleet on its operations. Dream liner Boing 787, Boing 777/300, Boing 777/200, Boing 767, Boing 757, Boing 737/700, Boing 737/800, Q-400 are the aircraft types used for its operation.

### **Ethiopian airlines mission statement**

Ethiopian articulates the vision and mission statement of the company in its “vision 2025 and strategic road map document”. The company envisioned to become the leading aviation group in Africa by providing safe and reliable passenger and cargo transport, aviation training, flight catering, MRO and ground service whose quality and price “value proposition” is always better than its competitors. Insure being an airline of choice to its customers, employers of chose to its employees and an investment of choice to its owner. Moreover, commit to contribute positively to socio economic development of Ethiopia in particular and the countries it operates in general by undertaking the corporate social responsibility and providing vital global air connectivity. Ethiopian airlines carry of a mission to build company exceeds its competitors on providing aviation services and products. To create a corporate brand which provide a world class services its customers and have also a mission to contribute positively on the social economic wellbeing of its country of origin and the world (Ethiopian airlines vision 2025 strategic development document).

## **Ethiopian airlines value statement**

Ethiopian airlines also put forward the corporate value to its employees and management, which guide their behavior in every company's activities and transactions. The company expected its employees to use them in the day-to-day activity, because, according to 2025 growth strategy of the airline, these are the means to achieve the above stated vision.

- As an Airline, safety is the first priority.
- Ethiopian airlines is the high performance learning organization
- Act in a boundary less fashion.
- Be intolerant of bureaucracy.
- Zero intolerance to indifference and inefficiency.
- Always search for and apply the best idea regardless of their source.
- Demonstrate integrity respect to others, condor and team work
- Be result oriented, creative and innovative.
- Transfer knowledge to new comers.
- Encourage 360-degree free flow and sharing of information.
- We are an equal opportunity employer.
- We treat internal and external customers the way we would want to be treated.

## **2.8 Organizational theories and implication to organizational communication**

On the previous section of the chapter, the term organizational communication defined and explained in a thorough fashion. Communication models investigated to make the term communication simple and easy to understand. The researcher touched up on issues on flow of communication within the organization, the advantage and limitations also seen in detail. Anything that impedes the free flow of communication within the organization is significantly affecting effectiveness of organizational communication. As a result, different kinds of communication barriers visited. Now the researcher investigates two organizational theories to find out its implications towards organizational communication.

### 2.8.1 Organizational communication- a classical approach

During industrial revolution the three classical management theorists, the American Fredrick Taylor, the French man Hennerly Fayol and the German Max Weber believe that science can solve 'every problem' that could emerge in an organization (Miller:2009). The theory argued that employees have insignificant role in an organization decision making processes. Employees considered like a machine spare parts, if they failed to deliver the expected result after taking appropriate training, they should replace by another able individual. The proponents of the classical approach see organization as a machine and employees as the standardize parts of the machine who are easily replaced if they are unable to fit in. The theorists disregard the employees need and minimize their role in organizational decision-making process. The communication flow, according to the classical theory designed to achieve organizational objective. As a result, the communication in this kind of organization has its own distinctive flow, content, style and channel (ibid).

For Miller (2009:29) communication in classical management system has a very limited objective. Task related information content gate the bigger space in its organizational communication. The individual interests of employees give way to the bigger objective of the organization. Employees who are working in this kind of management system are not encouraged to generate new idea or a better way of doing their duty, because allowing employees to determine how the job should done in organization, according to Pamela S. & Zalabak (2006:69), cause inefficiency in organization. According to classical theorists, the management is the only entity that is responsible to choose "the best way" of doing the work. The communication flow in this management system is only downward communication, where orders, directives, rules come from the higher echelon the organization hierarchy down to the lower level, with little chance of feedback.

According to Miller (2009), the rule of communication in this kind of organization is 'the flow of information downward from the management to employees at the lower level'. Henri Fayol considered as the father of scientific management. He believed on the existence of chain of command, division of labor, a well-defined duty and responsibility of employees, and the existence of standard of measurement to maximize efficiency in

organization. To realize this objective, according Henri Fayol, the implementation of scientific management is a prerequisite (Pamela S. & Zalabak: 2006).

Communication, for scientific school, should be standardize and specific to their duty. It should guide and help the employees to accomplish the goal and objective of the organization (Pamela S. & Zalabak: 2006). Classical organizational communication theorists underlined that all kind of communication channels can be used to deliver the intended message to the employees. The possible channel options are face-to-face, written, telephone or computer. However, written mode of communication is the most preferred channel. The communication which is originated at the top of the organization down to the bottom, the information content which is work related and mostly written, using highly formal tone, is the preferred technique used to send the message across (Miller:2009). Classical theorists envisioned more communication from supervisor down to subordinate rather than the reverses because this kind of approach is helpful for the organization to enforce rules and regulation of the organization effectively (Pamela S. & Zalabak: 2006).

### **2.8.2 The human behavior school**

The human behavior school is more concerned on the motivation and interaction of employees. Rather than the structure of organization and division of labor, impact on the wellbeing of the organization (Pamela S. & Zalabak: 2006). The theory assumes that employees are the very important stakeholders and have determinant role in achieving the objective and goal of any profit or non-profit organization. The theory geared its emphasis on the participation, cooperation, satisfaction and interpersonal skills of employees. Mary Parker Follet is one of the proponents of human behavior school advised business leaders that, if business organization needs to be successful they must give attention to the interest and motivation of its employees (Ibid). She highlighted the significance of interaction, any kind of interaction even 'conflict' in the organization; she also underlined communication enforce teamwork and unity of purpose among the employees as a result realization of business excellence of the organization.

Another important contributor for the coming of human behavior school is Elton Mayo. The Harvard professor Elton Mayo's controversial experimental result at Hawthorne electric company is an important revelation on factors that affect employee's efficiency and effectiveness. The research findings prove that the combination of physical environment may not be directly linked with productivity, but rather the intervening factor, that is the management attention to employees, do have incredible impact on the realization of organizational objective. This unexpected result, the experiment reveals called Hawthorne effect; the findings show the importance of human interaction and morale on the productivity of organization (Pamela S. & Zalabak: 2006).

Rensis Likert professor of sociology and psychology and director of social research at the University of Michigan conducted a research to find out the management difference of successful and unsuccessful organizations. He forwards a new theory called participative management (Pamela S. & Zalabak: 2006),

“His employee centered management was based on effectively functioning groups linked together structurally throughout the entire organization. In other words, Likert proposed that the management processes should depend on participative group formed to have overlapping individual membership among group” (cited in Pamela S. & Zalabak: 2006)

Likert according to Pamela S. & Zalabak (2006: 77) identified four different management systems and compare them with each other in order to identify their strength and weakness in terms of entertaining communication in its decision making process within the organization.

- 1. Exploitative and authoritative management system**, it is highly controlled system, the system emphasize on the strict application of rules and regulation and have limited reliance on employees in problem solving processes of the organization, as the result of that it create an atmosphere of distrust among the management and employees. In the end, the lack of trust discourages the free flow of communication in this kind of management system.

2. **Benevolent and authoritative management system**, in this kind of management strict application of rule applied but some kind of trust and confidence is on its employees.
3. **Consultative management system**, this system is relatively more liberal and participative system comparing to the above two systems, even if important decision are made at the top but employees are enjoyed their participation in decision making processes in a limited degree.
4. **Participative management system**, participative management system theory assumes that organizations are a combination of groups, whose members are a member of different groups within the organization. This especial characteristic of the participative system allows employees to interact and communicate more within the organization more freely than any other organizational system. According to Likert, who developed participative theory, the multiple membership employees have serve the organization as the 'linking pin' and encourages efficient lateral, vertical, downward communication, which in the end encourage creativity and yield motivated employees.

Effective communication to the human behavior school is important to achieve organizational objective. Pamela S. & Zalabak: (2006) summarizes the importance of communication to organization as follows:

“Effective communication is a cornerstone of human behavior perspective. Management was to trust employees, and employees were to feel free to discuss job related concerns with their supervisors. Peer-group’s interaction was not only recognized but also viewed as a potentially positive influence for productivity. The human behavior theorist recognized both formal and informal communication networks carries task social support messages. Interactions at all levels were expected to be extensive and friendly, with substantial cooperation within the organization. From human behavior view point, communication was vital to the use of human resource and good organizational decision making” (Pamela S. & Zalabak: 2006, 79).

The participative management system considers the existence of all inclusive and effective participation of employees in the organization allow employees to be productive in their duty, so this theory gives the highest emphasis for effective communication within the organization

## **Chapter Three: Research Design and Methodology**

### **3.1 Research design**

Research design is a guideline that a researcher uses to decide why, when, where, how much, by what means the data collection and the research methods employed to answer the research question (Kothari: 2004). It is the advance planning of the researcher how to conduct the study (Ibid). Research design is important because it helps researcher to produce credible result in the end the study. The question is what constitutes a good research design? Kothari (2004) points out three important elements. The first one is the plan that specifies the source and types of information relevant to the research problem, second, the strategy specifying which approach is used in analyzing the data and the third one includes the time, cost and budget that the researcher used to accomplish the intended study.

The main purpose of the study is to investigate the organizational communication in Ethiopian Airlines. Included in the objective it is an attempt to find out the strength and weakness of organizational communication in Ethiopian Airlines and to investigate the communication problem or strength, if any, which existed in the company. To achieve the above objective the researcher adopts mixed and descriptive research design.

### **3.1 Research methodology**

Research methodology is the transformation of ontological and epistemological principle in to workable guideline that will be used conduct research (Kothari: 2004). Tuli said that, the research method is the systemic strategy of inquiry that could transform the ideal presumptions in to a feasible research design (Tuli: 2010). To have textured and thorough analysis of the issue combining two methods are important. These two methodologies considered to be opposite in its way of addressing the research problem, but, as P. Johnson and Haris (2002) stated, are rather complimenting to each other. According to Taylor and Trujallo (2010), "it is naive and narrow minded to assume that one particular theoretical or methodological perspective can completely reveal the complexities of

organizational communication”. Hasse- Biber (2010) also reinforces Trujallo underlined the necessity and significance of mixing qualitative and quantitative methodologies, and put forward five benefits.

- Triangulation; triangulation is the employment of two different methodologies to study single research topic or problem. This helps the researcher to come up with thorough and textured results from the research process.
- The second one is the issue of complementarity; numerical results or narratives alone don't help the researcher to gain the full understanding of the issue under study. So the two methods can be complimentary to each other.
- The third benefit of mixed research methodology is that it helps the development of research project and creates a synergy where the result of one method will inform the other method and help to produce matured conclusion at the end of the research process.
- The fourth one is mixed method could initiate another course of study because the findings could raise questions or contradictions.
- The fifth and the last one is expansion, the detailed and thorough findings of the research could encourage further study in the area and help the knowledge development.

The above points reinforce the importance of employing mixed methodology to generate textured and sensible results in at the end of a research process. Distributing questionnaires to the employees of Ethiopian Airlines, counting, and adding the responses to the question helps to find out the data. In addition, conducting interview with the department manager of employment engagement of the company and content analysis of internal communication policy manual of Ethiopian allowed the researcher to produce textured findings. This could compliment the research processes and in the end help sort the strength and shortcomings of the company. At last, the findings of the study could encourage the organization to conduct additional study on the area.

### **3.3 Source of data**

This study used primary and secondary sources. The primary resource is the main source of data for this study. The distribution of questionnaire and conducting interview with concerned employees from management and non-management staff of the organization is the primary source of data. Secondary resources such as, Books, articles, literatures, journal articles consulted for two purposes, the first one is to find a theoretical framework to guide the study, and the second one is to see related academic works used as an input to produce textured and useful findings at the end of the research period.

### **3.4 Sampling method**

Ethiopian Airlines is becoming an aviation group composed of seven strategic business units and a core business. Ethiopian international passengers, Ethiopian domestic and regional passengers, Ethiopian cargo, Ethiopian MRO services, Ethiopian aviation academy, Ethiopian in-flight catering, and Ethiopian ground services. To come up with representative result in analyzing organizational communication of Ethiopian airlines, distributing questionnaire to all business unites of the company has become imperative. Therefore, it is vital for the researcher to employ purposive sampling method. According to Kothari (2004) in purposive sampling method, the researcher has the highest authority of selecting samples; the researcher judgment of the representativeness of the sample is important. Thus, the study is used this method to analyze organizational communication of Ethiopian airlines and the researcher deliberately distribute the questionnaires for each business unites of Ethiopian Airlines.

### **3.5 Sampling size**

The determination of sample size for organizational communication study is an important part of research process (Bartlett, Kotrlik and Higgins: 2001). The inability to incorporate the precise and acceptable sample size in organizational research compromised the accuracy and quality of the research result (ibid). Bartlett et al (2001) added that the goal for conducting survey in organizational study is to enable researchers to infer the research

result to the total population by analyzing the survey samples. As a result choosing appropriate sample size is prerequisite to deliver quality and accurate research result. What is the acceptable sample size? In a company like Ethiopian airlines employed more than eight thousand (8000) people. The acceptable sample size, according to the table that is developed Bartlett, Kotrlik and Higgins (2001), with 5% margin of error is three hundred eighty one (381) samples. As a result, the researcher distributed 381 questionnaires to the employees of Ethiopian airlines to analyze organizational communication of the company.

### **3.6 Data collecting instruments**

As described under research design and methodology, the researcher used descriptive research method, which consisted of the characteristic or features of qualitative and quantitative research method. These have done through questionnaires, interviews, content analysis etc. Thus, the best-suited instruments to collect the data for the study chosen were document analysis that is analyzing the internal communication policy manual of Ethiopian airlines and questionnaires and interview. These helped the researcher to procure more reliable and valid information because these instruments complement to each other and help to produce valid and reliable results.

#### **3.6.1 Questionnaires**

According to Dawson, (2002:14) quantitative research is a formal, systemic and objective research method where the collected data-using questionnaire used to produce findings. This method is important for this thesis because the data extracted from the distributed questionnaire and in the end, the response of the employees analyzed and the findings presented. The researcher distributed the questioner to collect the responses of employees of the company in order to answer the research questions. According to Dawson (2002) questionnaire is a tool of quantitative research method that was distributed for research participants in order to get suggestions and comment on the organizational communication of the company.

Even though many researchers have been interested in studying organizational communication, there is no systemic measurement to analyze organizational communication (Machesney: 1977). The two scholars, Robert and O' Reilly, developed a questionnaire that can be employed to measure and compare communication in organization. As a result this thesis uses Robert and O' Reilly's 'organizational communication scale' to analyze organizational communication in Ethiopian airlines. The original questionnaires scale has 35 items capable of measuring 16 dimensions of organizational communication (Rubin B., Palmagreen & Sypher E: 1994). However, for this study the researcher chooses only thirteen (13) dimensions that can measure 25 items of organizational communication of Ethiopian airlines. The organizational communication scale dimensions that are not included in this paper are the influence of superior, the importance of upward mobility and summarization. The researcher omitted these dimensions to make the questionnaire simple manageable to the respondents of the questionnaire.

<b>Scale item</b>	<b>Number of question items</b>
Trust	1 (items)
<b>Mode of communication;</b> Face to face, Written, Telephone and others	3 (items)
Accuracy	3 (items)
Load	1 (items)
<b>Directionality of communication;</b> Upward communication Downward communication Lateral communication	3 (items) 3 (items) 3 (items)
Gatekeeping	3 (items)
Desirability of interaction	4 (items)
Employees overall perception of organizational communication.	1 (item)

*Table 1 Summary of organizational communication scale*

### **3.6.2 Document analysis**

In the past two decades, researchers have chosen the qualitative research methodology in their organizational communication studies (Jansen: 2003). The qualitative research requires in depth and detail data to answer the research question. The qualitative method focus on explaining the world rather than measuring it (Iorio: 2004). Therefore, this study also employs a qualitative research method to gather the organizational perspective on the state of organizational communication and the practice. According to Iorio (2004), qualitative research methodology relies on subjective interpretation of individuals to analyze the intended research topic. Therefore, the internal organizational communication policy document reviewed to find out the perspective of Ethiopian on the importance of intra-organizational communication in a holistic fashion.

### **3.6.3 Interview**

Qualitative research methodology by its nature puts more emphasis on words in a data collection and analysis rather than numbers and quantification. Interview with the concerned and responsible individual has been conducted to find out the performance and perspective of Ethiopian on the importance of organizational communication.

### **3.7 Data collecting procedures**

In order to collect the data, the researcher first briefed the employees and managements about the purpose of the study. Having got their willingness to take part of the study, the objective of the study explained to them. Then after with the help of researcher's colleagues questionnaires were distributed and filled out accordingly. The questionnaires filled and returned within a given time. Meanwhile the researcher arranged with the management for interview. The interview also planned but due to busy schedule of manager of employee engagement, the response delivered in written.

### **3.7 Data analysis**

In order to analyze the data collected from the employees and management, qualitative and quantitative analysis used. The collected questionnaire responses by using organizational communication scale, developed by Robert and O' Reilly, coded and presented using SPSS (Statistical package for social science). SPSS used to produce frequency, percent and graph. Document analysis and interview is instrumental to analyze the organizational communication practice of Ethiopian Airlines, and conclusion extracted and recommendation given based on the conclusion of the study.

## Chapter Four: Data Presentation, Analysis and Discussion

This study conducted to assess the practice of organizational communication and identify the strength and weakness of organizational communication of Ethiopian airline. The collected data using a questionnaire developed by Robert and O'Reilly coded, classified and tabulated using SPSS (The statistical package for social science). Based on the methodology mentioned in chapter three, it deals with data presentation analysis and discussion. The data collected using interviews, and the content analysis of the internal communication policy of Ethiopian airlines summarized and presented together with statistical results. According to Kothari (2004:122) processing of data is a technical term which entails "editing, coding, and tabulation of the data so that they are amenable to analysis".

A question, which selectively picked from organizational communication scale developed by Robert and O'Reilly, distributed to 381 employees. Of these, 279 employees returned the questionnaire, which is about 73.2% return rate. Among the respondents, 35.1% are female and the while 64.9% are male. From the total respondents, 5% of employees graduated with certificate, 19.7% of employees are diploma holders and the rest 75.3% employees graduated with BA and above. Of the total sampled employees, 11.5% served the organization for less than one year and the rest 88.5% employees have served the company for more than one year.

Interview also conducted to find out the perspective of Ethiopian employees on the issue of organizational communication. The head of employees' engagement, Mrs. Hiwot who is responsible for intra-organizational communication of Ethiopian airlines agreed to give interview. However, due to her busy schedule, she responded for the questions using email, and her response presented together with questionnaire responses. For thorough understanding of the issue of organizational communication in Ethiopian, the document of internal communication policy manual of the company analyzed. Therefore, the results obtained from document analysis presented in this chapter.

The first issue considered for the study has been the desirability of interaction or communication among the employees of Ethiopian Airlines, and the second has been the

availability of information within the organization. The third part of the analysis deals with the communication flow in Ethiopian Airlines and the employees' assessment on the accuracy of information they encounter in their day today activities. The mode of communication of Ethiopian Airlines also be addressed in the study, and the other part is the assessment is the possible information distortion assessed and in the end the general assessment of employees on organizational communication discussed.

#### **4.1 Desirability of communication in Ethiopian airlines**

Even if communication is an every day, every hour and every second phenomenon, as Dennis (2013), indicated, we human beings failed to recognize its importance and impact in our daily dealings and activities. Organizational communication, which is a new discipline, underlines the importance of communication towards achieving organizational objective. Scholars of communication compare communication with the lubricant of an engine that makes the organization effective and efficient. Before talking about the effect of organizational communication, it is important to find out employees perspective on the desirability of communication in their day-to-day activities.

How desirable do you feel it is in your department to interact frequently with immediate superior, subordinate, peers and others?

Measuring scale	Desirability of interaction with superior		Desirability of interaction with subordinate		Desirability of interaction with peers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Very desirable	103	36.9	67	24.0	112	40.1
Moderately desirable	62	22.2	68	24.4	86	30.8
Somehow desirable	58	20.8	44	15.8	50	17.9
I cannot tell	19	6.8	15	5.4	10	3.6
Somehow undesirable	19	6.8	4	1.4	5	1.8
Moderately undesirable	7	2.5	4	1.4	3	1.1
Completely undesirable	3	1.1	1	.4	3	1.1
Total	271	97.1	203	72.8	269	96.4
Missing	8	2.9	76	27.2	10	3.6
Total	279	100	279	100	279	100

*Table.2 measuring desirability of interaction by frequency and percent*

As table 2 demonstrated above, 103(36.9%) respondents say that communication with a superior is very desirable, 62(22.2%) indicate that they moderately desire communication with employees with higher position, and 58(20.8%) indicate they somehow desire communication with their superior. The result entail that, 223 (79.9%) employees, believed communication with immediate superior is important. However, 3 (1.1%) employees rejected the desirability of communication with their superior. Likewise, 7

(2.5%) employees respond that, communication with their immediate superior is moderately undesirable. while 19(6.8%) employees respond that, interaction with immediate superior is somehow undesirable. Besides, 19(6.8%) respondents choose to respond, "I cannot tell" and 8 (2.9%) employees choose not to respond to the question and left the box unanswered. These results indicate that the majority of employees interested to have communication with immediate superior. Thus, this presentation underlined that even if the number of the employees varies and the desirability of communication is different the employees desire to communicate with management is higher.

Those employees at the top of managerial level were also asked about their opinions about the desirability of communication, 67(24%) indicate that interaction with subordinate is very desirable, 68(24.4%) desire the interaction moderately. Besides 44(15.8%) employees somehow desire interaction with their subordinate. These results indicate that around 179(64.2%) of employees who are at the top of management level desire interaction with their subordinate. However, nine (3.2%) responses for the above question indicate communication with subordinate is undesirable. Only one employee that is (0.4%) of the total employees respond that, interaction with subordinate is completely undesirable. While 4 (1.4%) employees reply interaction is moderately undesirable. Four (1.4%) employees also indicate interaction with subordinate is somehow undesirable. Among the total sampled employee 15(5.4 %) choose to respond 'I cannot tell'. However, 76 (27.2%) employees missed to respond to question.

The communication need among peers also is another area the questionnaire intends to answer. The desirability of interaction among peers is very strong. Of the total responses 112(40.1%) employee indicate interaction with peers is very desirable, and 86(30.8%) state that communication with peers is moderately desirable. While 50(17.9%) employees indicate that interaction with peers is somehow desirable. The sum total number of these results accounted about 248(88.8%) of the total population. However, 11(4%) employees indicate interaction with peers is undesirable, from that 3(1.1%) said interaction is completely undesirable and 3(1.1%) again respond interaction is moderately undesirable and 5(1.8%) indicate interaction with peers is somehow undesirable. In

addition to this, 10(3.6%) respondent has chosen to respond 'I cannot tell'. while, 10(3.6%) employees' choose not to respond to this question and marked as missed item.

Hiwot who is the manager of employee's engagement office, which is a newly established office in the organization, in charge of internal communication of the company, stressed the importance of effective organizational communication for the fulfillment of organizational objective. She pointed out the effort of her organization to create conducive environment for effective communication within the organization, and she said the following.

Ethiopian airline came to understand the importance of effective communication to achieve its objective. As you know internal communication is a new field of study, however Ethiopian airline sketched a policy to insure transparent, engaging, efficient, and effective communication within Ethiopian. Even if the concept internal communication is a new phenomenon in business organizations, Ethiopian spare no time to use its utility. The policy manual with its procedure is in place to guide the practice in the organization. Ethiopian airlines now organized, I think is a new office, which is in charge of internal communication. We started the work with one manager one supervisor and one junior internal communication officer but through time we will engage with employees more in the future.

*(Personal interview, May 2 1014)*

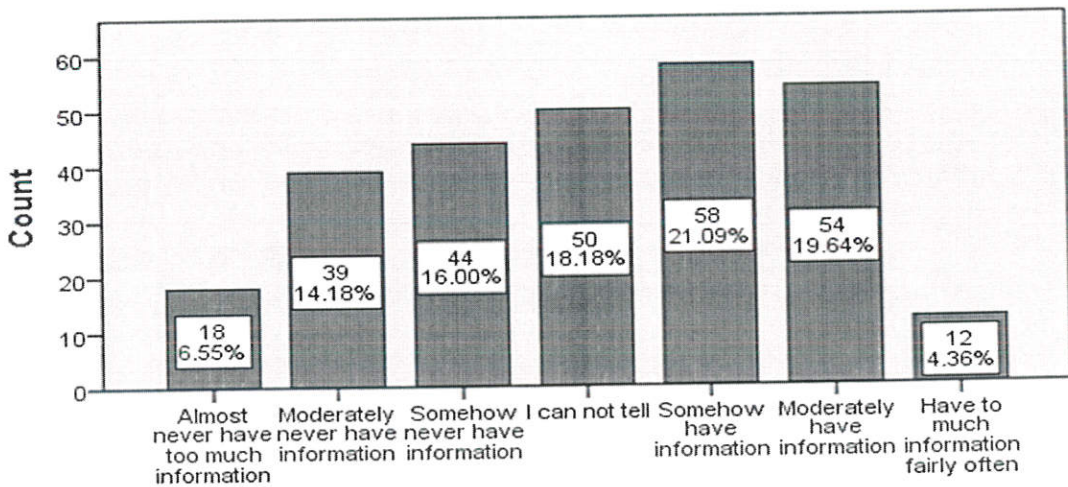
The above responses of employees of Ethiopian airline indicated that, they understood the importance of communication towards achieving organizational objective. 79.9% show interest to interact with their immediate superior, 64.2% of employees' need to interact with their subordinate. The overwhelming majority of employees, that is 88.8%, need to interact with peers,' shows employees' level of understanding about the significance of communication in the organization to materialize its objective. In addition to that, Ethiopian is ready to use the utility of intra-organizational communication tool. As Hiwot commented, the strong desire of Ethiopian employees to communicate actively among themselves is a good result this study reveals.

#### **4.2 Information availability**

Ethiopian Airlines envisioned a successful and a most profitable airline in 2025. The document is a detailed strategic road map that believed to carry Ethiopian to a place that

the company envisions to reach in eleven-year time from now. Employees desire to know the vision, their need to know the individual role required to achieve the vision, their interest to information that makes them efficient and effective on their duty. All these can be entertained through the appropriate provision of information. For Theaker (2001) the comprehension of the direction of the company and the clarity, the expected role by all employees is imperative to realize the stated objective. The following two questions assessed the provision and availability of information in the company.

**How often do you find the available information hindering rather than helping your performance in the organization?**



*Figure. 6 Measuring the availability of information*

The availability of information in the organization is the very important element for good organizational communication. Finding out the perspective of employees on the availability of information in Ethiopian airlines is significant. The employees' responses analyzed and presented as follows; among the total responses, 12(4.36%) employees said that, they have too much information in Ethiopian airlines quit often, and 54(19.64%) employees on the other hand respond that they moderately have information in their day-to-day activities. while, 58(21.09%) indicates that they somehow have information in their working environment. Thus among the total number of respondents 124(45.09%), responses indicate that they have information which could help them to perform their duty. However, 101(36.73%), of employees responses indicate that they do not have information, in a level that could hinder them to perform their duty. Among them

18(6.5%) of employees indicate that they never have too much information, while 39(14.18%) employees respond they moderately never have information. The last one which is 44(16%) respondents respond that they somehow never have information. Moreover, out of all respondents 50(18.18%) of employees choose not respond.

The findings indicate that only 124(45.09%), of employees, that is below average, respond positively on the availability of information in the organization. The significant number of employees, that is about 101(36.7%), said they did not get the needed information and they believe hinders them to perform their duty as expected by their employer. Even if many organizational communication literatures advocate effective communication for effective organization, and the internal communication manual of the company advocate 360-degree free flow of communication within its boundaries, but the result proved otherwise. Therefore, it will be fair to say the airline performed poorly on providing information to its employees. The findings usher the need of improvement on this regard. To create an organization effective and efficient in its business endeavors, the flow of information within its boundaries plays an important role.

### **Communication flow in Ethiopian airlines**

The very objective of organizational communication according to Lewis (1980) is to create commonness among the employees of any profit or non-profit organization. There are different types of communication flow in the organization used as a tool to bring the commonness among employees. To mention them, a communication flow used by management of an organization to communicate work related issues to its employees, that is downward communication flow. A communication flow used by employees to participate on a daily activities and decision-making process of the organization is Vertical communication flow. Moreover, a communication flow between employees with same position called horizontal (lateral) organizational communication.

**While working what percentage of the time do you spend interacting with immediate superior, subordinate, peers, and others?**

Among the total sampled population of Ethiopian airlines the questionnaire distributed to, 191(68.5%) of employees have no or little interaction with their superiors, and 55(19.7%) indicate that they have average interaction with their superior. Along the same line 15(5.4%) indicate they have more interaction with their superiors. And 18(6.5%) employees were unable to answer. these result shows employees inability to communicate with their superior.

Level of interaction in %	Interacting with immediate superior		Interacting with subordinate		Interacting with peers and others	
	Frequency	Percent	Frequency	percent	frequency	Percent
Little interaction	191	68.5	119	42.3	89	31.9
Average interaction	55	19.7	57	20.4	105	37.6
High interaction	15	5.4	19	6.8	67	24
Total	195	93.5	195	69.9	261	93.5
Missing	18	6.5	84	30.	18	6.5
Total	279	100.00	279	100	279	100

\*employees response is divided in to three categories, 1- from 0 to 30% categorized as little interaction, 2- 31% to 65% average interaction and 3 – from 66% to 100% interaction will be considered as high interaction

*Table.3 measuring the interaction of employees by frequency and percent*

On the other hand, employees who respond their level of interaction with their subordinates, 119(42.3%) responses indicate that they have no or little interaction with their subordinate. In addition to that, 57(20.4%) of employees respond they have average interaction with their subordinate. Only 19(6.8%) of employees claim they have more interaction with their subordinates. However, 84 employees, which are about (30%), not responded for the question.

Moreover, 89(31.9%) employees have no or little interaction with their peers and others, 105(37.6%) of employees has average level of communication with their peers and 67(24%) of responses indicate that they have more interaction with their peers on their duty. However, 18(6.5%) employees choose not to respond to this question.

The findings of this question indicate that majority of employees did not communicate upward, downward and lateral. The result depicted in the above table entails that Ethiopian did not use the benefit of upward, downward and lateral communication effectively. Both who are in the lower position and higher position are not communicating. Even though the answer for question number one indicate employees strong desire for communication but these finding on the other hand enlightened employees inability to communicate.

**Of the total time, you spend receiving information at work what percentage comes from immediate superior, subordinate or peers.**

Measurement in %	Received info from superior		Received info. From subordinate		Received info. From peers and others	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Least received	115	41.2	135	48.4	122	43.7
Averagely received	98	35.1	41	14.7	94	33.7
Highly received	45	16.1	9	3.2	40	14.3
Total	258	92.5	185	66.3	256	91.8
Missing	21	7.5	94	33.7	23	8.2
Total	279	100.00	279	100	279	100.00

\*Least received is 0 to 30% average received is from 31 to 65% and highly received is from 66 to 100%

*Table.4 measuring the receiving of information by frequency and percent*

As it can be seen in the above table, employees of Ethiopian, who accounts about 115 (41.2%) show that they receive no or least amount of information from their superior, and 98(35.1%) receive average amount of information from their superior. In line with that, 45(16.1%) employees' indicate they receive more information from their superiors. and, 21(17.5%) employees returned this question unanswered. The results indicate majority of employees receive least or no information from their superiors. From the total respondents, 135(48.4%), who hold higher position in the organization indicate they receive no or least amount of information from subordinates. Whereas 41(14.7%) receive average information from their subordinate. As it is depicted in the above table, 9 (3.2%) responses indicate that they receive more information from subordinate. Moreover, 93(33.7) employees returned the question unanswered.

Information received from peers and others also is not that encouraging, 122 (43.7%) employees respond that they receive no or least amount of information from their peers. Besides 94(33.7%) respond that they receive average information from their peers. However, 40(14.3%) employees receive more information from their peers, the rest 23(8.2%) returned the question unanswered and considered missed.

Ethiopian employees' responses for question above indicate, they received information well from their superior, subordinate and peer. The result depicted on the figure above indicates downward communication flow in Ethiopian scored very low result. Among the responses, the majority of answers, that is 115(41.2%) of employees indicate they receive no or little information from their superiors, this result implied that people who hold higher position is not communicating well with their subordinate. This trend could cause the company many problems. Lewis (1980) said downward communication is the most utilized channel communication in many organizations but Ethiopian airline is unable to exploit the channel to its advantage.

Ethiopian's inability to use the utility of downward communication imply many things, according to Lewis (ibid), subordinates did not briefed about their job they expected to deliver to the company. It means, the rational of their duty is not or properly communicated, regulations and procedures are least known by people who work at the lower level of the organization. Subordinates did not know how they perform on their

duty, because they get no or little feedback from their immediate superior. They also are unable to serve the company with full capacity. The goal and objective of the company is not or poorly communicated, as a result the company could face huge challenge to deliver its stated objective. The rest 98(35.1%) said they averagely receive information and only 42(15.1%) employees receive more information from their immediate superiors. Employees who have higher position also are not receiving information from subordinates, this entails that the management did not consider employees as important stakeholder to realize its objective. Therefore, Ethiopian needs to work on this regard to create conducive environment for effective downward an upward communication.

**Of the total time, you spend sending information at work what percentage goes to the immediate superior, subordinate and peers (and other at the same level)?**

As table 4.4 depicted below, employees who spent time to send information to higher authority, 116(41.5%) responses indicate that they send no or little information for their superiors. Whereas 86(30.5%) employees sent average amount of information to their superiors, however, 42(15.1%) employees show in their responses, they have sent more information to their immediate superior. The rest 35 (12.5%) returns the questionnaire uncheck and considered missed.

Measurement in %	Sending info. to superior		Sending info. to subordinate		Sending info. to peers and others	
	Frequen cy	Percent	Frequency	Perce nt	Frequenc y	Percent
Sending least info.	116	41.5	128	45.9	122	43.7
Sending average info	86	30.8	44	15.8	85	30.5
Sending more info.	42	15.1	8	2.9	42	15.1
Total	249	89.2	180	64.5	249	89.2
Missing	35	12.5	99	35.5	30	10.8
Total	279	100.00	279	100	279	100.00
*sending least info is from 0 to 30%, sending average info. Is from 31 to 65% and sending more info is from 66 to 100%						

*Table.5 measuring information sending by frequency and percent*

Among employees, who have higher position in the company, spent time to send information, 128(45.9%) indicate they send no or little information to subordinate. Whereas 44 (15.8%) employees indicate that, they sent average information to their subordinate. Moreover 8 (2.9%) of responses indicate they send more information to their subordinate. The rest 99 (35.5%) returns the questionnaire unanswered and considered missed.

The information sent to employees with the same position, 122(43.7%) indicate that they sent no or little amount of information to peers. Whereas 85 (30.5%) employees indicate, they send average amount information to employees with same position. Besides 42 (15.1%) employees, indicate that they send more information to employees with same position. The rest 30(10.8%) employee's responses considered as a missed item, because the question returned unmarked.

Hiwot, the manager of employees' engagement, responded and explained her company position on the importance of free flow of information. She said Ethiopian Airlines understood the benefits of communication, and the management acted fast and drew a necessary policy framework and procedure for its effective implementation,

As you can refer on the internal communication policy manual, it indicated that internal communication shall insure that all employees of the organization knows and internalize the mission, value and objectives of the company and realize a corporate identity among the employees of Ethiopian airlines. The policy also dictates that the provision of information sharing in all direction from bottom-up, top-down, and lateral is encouraged to have effective internal communication. So encouraging a 360-degree free flow of communication in Ethiopian is a natural outcome.

(Personal interview may 3 2014)

The manager indicate in her interview response that to reach to a destination that the company aspires to reach employees' needed to understand the objective, value and mission of the organization and to create commonness among employees of the company. The 306-degree free flow of information in all direction is important and this helps the organization to create sense of commonness among its employees. Even if the policy indicates the desirability of effective communication but the questionnaire result indicates otherwise. The communication flow scored very low in every direction. Therefore,

Ethiopian should give the attention it deserves to realize effective communication, because, that is the key to establish a successful organization. Due to its inability to use downward communication channel effectively the company failed to communicate its objective, value, vision, mission and the expected role of employees, towards achieving the objective organization.

The above result indicated that even if Ethiopian Airlines employees understand the utility of communication, the answer for question number one reveal that they are unable to communicate to each other. Besides 116 (41.5%) employees have send no or least amount of information to their superiors, 128(45.9%) employees who have a higher position spent no or least amount of information to their subordinate, and 122(43.7%) of employee respond that they have sent no or least amount of information to their peers. This opened a door for informal communication because it is in human nature to find a way to satisfied information need.

#### **4.4 Gatekeeping in Ethiopian airlines**

Organizations structured based on status and responsibility, this difference in status and responsibility could be a barrier for effective communication (Ivancevich and Mattson: 1990). Employees could intentionally avoid communication with superior position with possible two reasons one is because employees do not like to be judge by superior or they intimidated by the power their superior have on them. On the other hand, the employees who hold the highest position, busy schedule could be barrier and affect communication in the organization. So finding out the stand of employees in transferring the information they received to other in the organization is an important factor to study organizational communication.

**Of the total amount of information you receive at work, how much do you pass on to immediate superior, subordinate and peer?**

Measuring scale	Information pass to supervisors		Information pass to subordinate		Information pass to peers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
All	65	23.3	29	10.4	65	23.3
Moderately all	83	29.7	76	27.2	83	29.7
Somehow all	67	24.0	60	21.5	81	29.0
I cannot tell	23	8.2	18	6.5	22	7.9
Somehow none	18	6.5	15	5.4	12	4.3
Moderately none	13	4.7	3	1.1	5	1.8
None	3	1.1	5	1.8	2	.7
Total	272	97.5	206	73.8	270	96.8
Missing	7	2.5	73	26.2	9	3.2
Total	279	100	279	100	279	100

*Table.6 measuring the transfer of received information to other by frequency and percent*

From employees responded for the question above, 65(23.3%) employees' indicate they pass all information they received in the organization to superior. Besides, 83(29.7%) employees show in their response that they moderately transfer all information to their superior. In addition, 67(24%) of responses indicate that they somehow pass all information to their superiors. This shows that 215 (77%) employees transfer almost all information they receive to their superiors. In the contrary, 3(1.1%) employees indicate that they transfer no information to superiors. Besides, 13(4.7%) also indicate they moderately transfer no information to superiors. Moreover, 18(6.5%) employees also show in their response that they somehow transfer no information to their superiors. However, 23(8.2%) of employees rather respond 'I cannot tell' and the rest 7(2.5 %) returned the question unchecked and recorded as missed item.

The data obtained using the questionnaire distributed; employees who have higher position in the company came up with the following result. Of the total sampled employees, who hold the higher position in the company, 29(10.4%) respond that they pass all information to their subordinate. In addition, 76(27.2%) of responses indicate that they moderately pass all information to others. Moreover, 60(21.5%) employees' responses indicate, they somehow pass information to their subordinate. This result indicated 165(59.1%) employees were positive about passing information to their subordinate. However, 23 (8.3%) employees, who hold management post in Ethiopian, were very reluctant to pass information to their subordinate. The rest 73(26.2%) of employees were not responded to this question, the reason could be they did not have a subordinate employee under them or reluctant to respond.

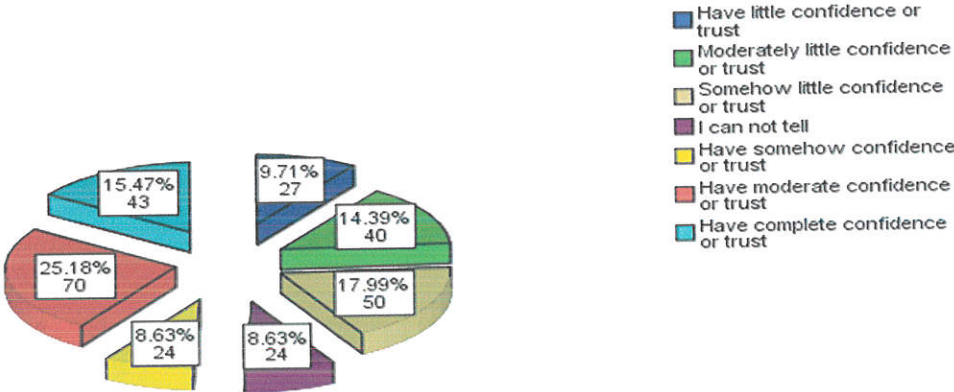
Ethiopian employee response indicate that among the employees who respond to this question 65(23.3%) indicate that they pass all information to people working at the same position. while, 87(29.7) responses show that they moderately pass all information to their peers. Along the same line, 81(29%) responses indicate that they somehow pass information to their peers. In total 229 (82%) employees, show no problem in passing of information with employees working on the same status. In contrary, 19(6.8%) employees were very reluctant to pass information to peers working with them. In addition, 22(7.9%) of responses respond 'I cannot tell', and the rest 9(3.2%) of employees return the question unchecked and considered missed. This finding entails that Ethiopian employees show no problem in transferring information they receive to their subordinate, superior or peers and others. The only problem is employees are not provided with enough information on their duty that facilitates effective communication in the organization.

#### **4.5 Trust of employees toward others and accuracy of information**

The existence of trust between management and non-management staff is very important to have effective communication (Northup: 2006). As Northup puts it, effective organizational communication is important to have successful organization. The level of trust among employees and the accuracy of information that they received played an important role to realize effective organizational communication. The following question

revealed employees perspective on these two issues, the trust of employee to each other and the employees' perception on the accuracy of information they received.

**In what extent do you have confidence and trust in your immediate superior regarding his or her general fairness?**



*Figure. 7 Measuring the trust and confidence of Ethiopian airline employees on their superior*

Among employees who respond for the above question, 43(15.47%) employees of Ethiopian indicate that they have complete confidence or trust on their immediate superior. Along the same line 70(25.18%) employees indicate they have moderate confidence or trust on their immediate superior general fairness. While 24(8.63%) of employees show on their responses that they have somehow confidence or trust on their immediate superior. The total sum of employees who showed some confidence and trust on the fairness of their immediate superioris accounted about 137(49.1%) and it is below average. The rest employees who showed little confidence or trust to their immediate superior presented as follows. From the responses that is collected using the above question, 27(9.7%) employees indicate they have little confidence or trust on their immediate superior, and 40(14.3%) employees also respond that they have moderate or little confidence or trust towards their immediate superior. And 50(17.9%) employees indicate they have some how little confidence or trust on their immediate superior, in total employee who show little confidence or trust to their immediate superior accounted

about 117(42.09%) of the total responses of Ethiopian employees, the rest 24(8.6%) respond 'I cannot tell'.

**When receiving information from superior, from subordinate and from peers how accurate would you estimate usually is?**

Measuring scale	Information from immediate superior		Information from subordinate		Information from peers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Completely accurate	66	23.7	23	8.2	51	18.3
Moderately accurate	118	42.3	99	35.5	110	39.4
Somehow accurate	63	22.6	67	24.0	82	29.4
I cannot tell	15	5.4	13	4.7	15	5.4
Somehow inaccurate	8	2.9	6	2.2	5	1.8
Moderately inaccurate	3	1.1	4	1.4	5	1.8
Completely inaccurate	1	.4	2	.7	5	1.8
Total	274	98.2	214	76.6	273	97.8
Missing	5	1.8	65	23.3	6	2.2
Total	279	100	279	100	279	100

*Table.7 measuring the accuracy of received information by frequency and percent*

The issue of accuracy is the very important component to have effective communication. The above response showed the assessment of Ethiopian employees on information accuracy in their organization. Majority of the responses depicted on the above table indicated that, about 247(88.6%) employees were positive about the accuracy of the information they received from their superiors. Among the total 247 responses,

66(23.7%) employees considered the information they received from superiors completely accurate. Besides that 118(42.3%), respondents consider the information they receive from superiors moderately accurate. In addition to that, 63(22.6%) employees also indicate the information from superiors is somehow accurate. However, 4.4% of employees respond the information from superior as inaccurate among 4.4% of responses only one person that is about 0.4% responded the information that came from superior is completely inaccurate. The rest 5(1.8%) of employees are returned the question unanswered.

Employees who occupy superior position in Ethiopian in the other hand responded that, 23(8.2%) of information which came from subordinates were completely accurate, 99(35.5%) employees responded that the information were moderately accurate and 67(24%) responses indicate that they somehow consider the information accurate. So the lion share of responses that is 67.7% of employees significantly agreed on the accuracy of information that originated from subordinates. Employees that accounted about 12(4.3%) employees on the other hand considered the information were inaccurate. Of these employees only two people that is about 0.7% considered the information that originated from subordinate were completely inaccurate and 13(4.7%) employees rather choose to remain neutral and responded 'I cannot tell' ,but the rest 65(23.3%) of employees on the other hand left the question unanswered.

How did employees of Ethiopian Airline, who have the same level of responsibility, and duty, evaluate the accuracy of information among themselves? From the total responses, 51(18.3%) employees indicate they completely consider the information from peers is accurate. Besides, 110(39.4%) employees also felt that the information that they receive from their peers is moderately accurate. In addition to that, 82(29.4%) employees indicate that, peers information is somehow accurate. These results indicated that the majority of responses, that is about 243(87.1%), consider the information that they receive from peers is accurate. However, 15(5.4%) employees respond that the information that originates from peers considered inaccurate. Besides, 15(5.4%) employees remain neutral and choose to respond 'I cannot tell' but the rest crew that is 6(2.2%) employees return the question unanswered. The above result portrays employees' assessment of the

accuracy of information within the organization. Even if the formal flow of communication is under-utilized, as the above findings about flow of communication indicated, employees showed no problem on the accuracy of information.

#### 4.6 Mode of communication

Mode of communication is also one factor that has direct impact on organizational communication in any organization. Choosing appropriate communication channel would contribute for the realization of effective communication in the organization. The following question would show us the most popular and the least popular mode of communication in Ethiopian Airline.

**Of the total time, you engaging in communication on the job, about what percentage of the time do you use the following method of communication, written, face-to-face, telephone and other mode of communication?**

Method of communication in %	Writing		Face to face		Telephone, and other mode communication	
	Frequency	percent	frequency	Percent	Frequency	Percent
Least used medium	192	68.8	80	28.7	197	75.8
Averagely used medium	53	19.0	77	27.6	51	18.3
Highly used medium	13	4.7	102	36.6	12	4.3
Total	258	92.5	260	93.2	260	93.2
Missing	21	7.5	19	6.8	19	6.8
Total	279	100.00	279	100	279	100

\*employees response is divided in to three categories, 1 from 0 to 30% categorized as least used medium, 2, average used 21 to 65% medium and 3 highly used medium from 66 to 100%.

*Table 8 Mode of communication in Ethiopian Airlines by frequency and percent*

Of the respondents of the question above, employees least used medium of communication in Ethiopian Airlines is writing, 192(68.8%) employees indicated that writing is the least used medium in their communication. While, 53(19%) employees indicate they averagely use writing as their method communication, and 13(4.7%) employees indicated that they highly used writing as their method communication. The most used and popular medium of communication in relation to the two other medium of communication is face-to-face communication medium. 80(28.7%) of responses indicated face-to-face mode of communication is their the least preferred mode of communication, and 77(27.6%) employees indicated that-face-to-face is the averagely used medium in their interaction and 102(36.6%) employees replied that they use face-to-face as their top medium of communication.

Telephone and other medium of communication also used in Ethiopian, however these medium were the list used communication medium in Ethiopian airlines. From the population of research samples, 197(75.8%) of employees respond telephone and other mode of communication is the list preferred or used medium in their company. while, 51(18.3%) employees respond, they averagely used telephone and other as their medium of communication. However, 12(4.3%) employees' responses indicate telephone as their medium of communication.

Ethiopian Airline uses the traditional as well as the modern mode of communication. Hiwot, manager of employee's engagement, explained her organization position in this regard and said the following.

Ethiopian uses both traditional and modern communication mode of communication. Ethiopian uses written paper based as a mode of communication and invested on IT to fulfill its objective to build a paperless company. Even if we invested on electronic communication, face-to-face communication is a very important and effective communication and it will remain the most preferred mode of communication.

*(Personal interview, May 03 2014)*

The findings of the questionnaire result and the interview response indicate the same results; Hiwot who explains the position of the Airline said that face-to-face communication was the most preferred mode communication. The questionnaire findings

also indicate that 102(36.6%) employees highly used face-to-face as a mode of communication for their daily interaction. The electronics mediated mode of communication was the least used in Ethiopian. The organization also admitted that they investing on electronics medium and usher the dedication of the company in the future to improve on this regard.

#### 4.7 Information distortion

The ability to communicate freely with superior is an important factor that helps the people with higher position and the subordinate to communicate effectively on their duty. Therefore, the following question tried to identify the employees feeling of freedom when communicating with their superiors.

**How free do you feel to discuss with your superior the problem and difficulties you have in your job without jeopardizing your position or having it “held against you” latter in this organization?**

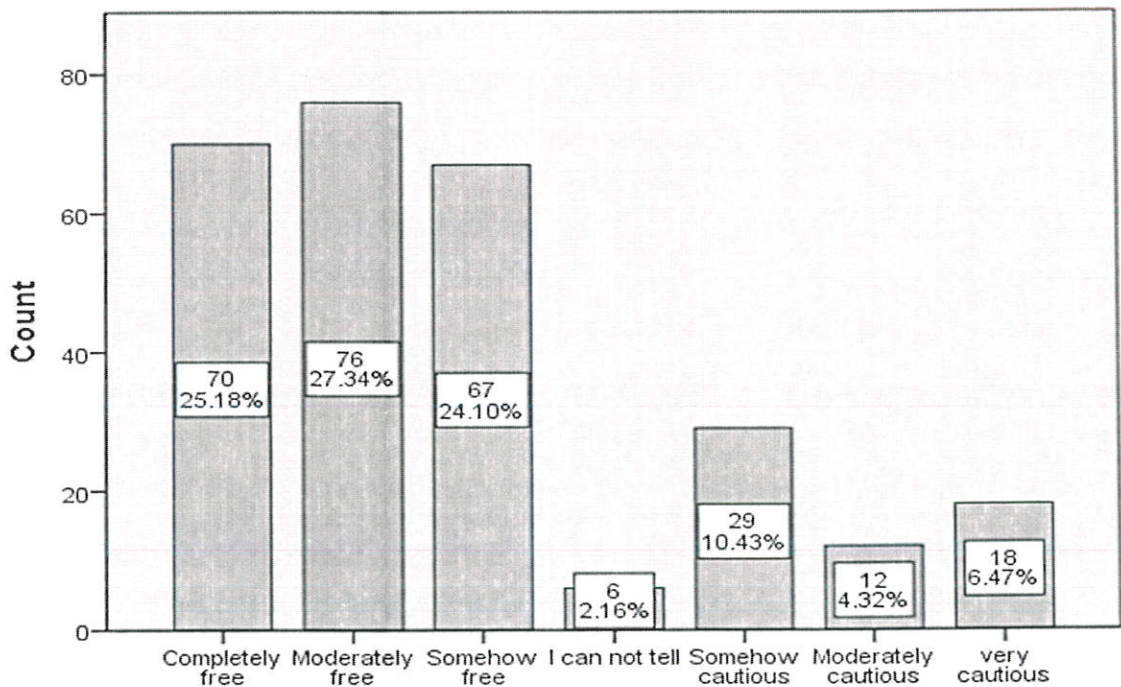


Figure.8 measuring freedom of communicaton

As it depicted from the figure above, 70(25.1%) employees respond that they are completely free when they communicating with their superiors. while, 76(27.3%) employees respond that, they felt moderately free when they were communicating with superiors. In addition to that, 67(24.1%) employee respond that they felt somehow free when communicating with supervisors. The above three responses indicated that the sum of 213(76.5%) employees felt free when communicating with their superiors. However, there are also responses that responded contrary to the above reflection of employees. Among the responses to the above question, 29(10.43%) employees felt somehow cautious when they communicate with superior. while 12(4.3%) employees also respond that they were moderately cautious communicating with their immediate superior. Moreover, 18(6.4%) employees felt very cautious when communicating with their immediate boss.

The above result indicated that employees' inability to communicate attributed not to power relation of employees. The majority of employees felt no pressure when they communicate with their immediate superior. This is one of positive signs for good organizational communication.

**Are their forces that cause you to distort information you send upward in this organization?**

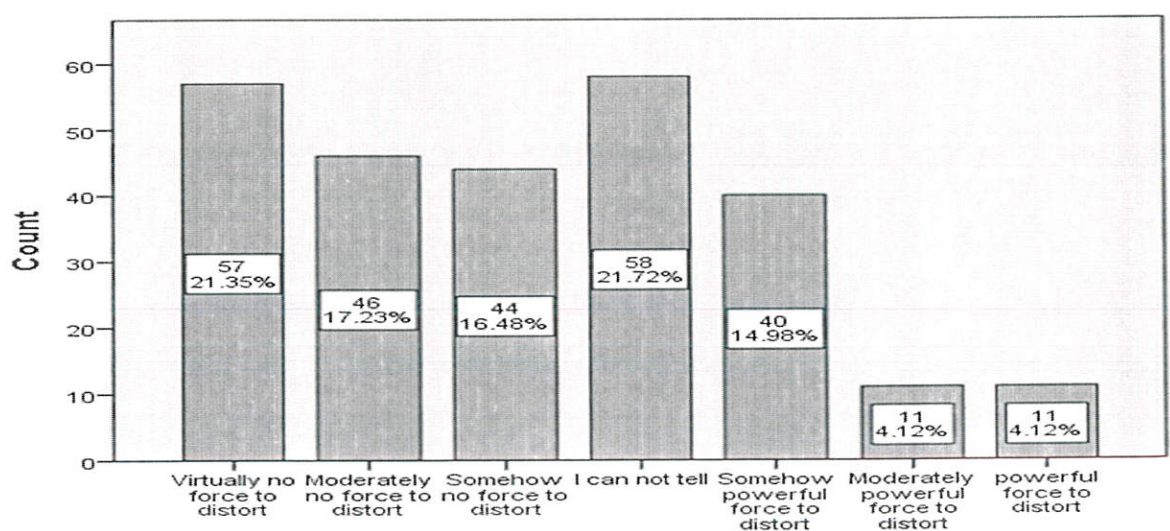


Figure.9 measuring information distortion

The above figure aimed at eliciting the degree of information distortion in the organization. Thus the responses indicate that of the total responses 57(21.3%) employees indicate that there was no force to distort information when they send information upward. and 46(17.2%) response also show that there is moderately no force to distort information upward and 44(16.4%) employees respond that somehow no force to distort upward information.

On the other hand, 62(23.22%) employees believe that there is a force, which distorts information when sending information upward. Among them 11(4.1%) of employees indicate that there is a powerful force, and 11(4.1%) reply that there is moderately powerful force and 40(14.9%) employees indicate that there is somehow powerful force that distorts information when sending upward, the rest 58(21.72%) responses choose not to respond.

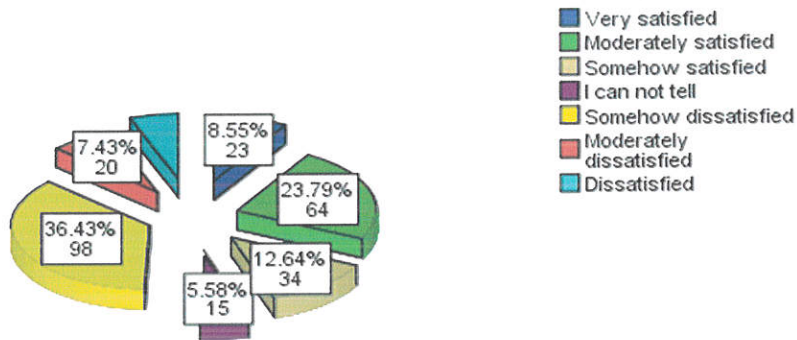
Hiwot also commented on the issue of possible communication distortion when the information travelled to different direction of the organization and said the following,

Ethiopian encouraged candid, direct, and regular straight forward communication culture and the policy of internal communication articulated the provision of free communication within the organization, Ethiopian airlines also encouraged the further development of this culture. But yes, I believe there can be a communication distortion, but to end the problem of distortions every stockholder, man with higher position or not should fulfill the expected mandate and responsibility and engaged on effective internal communication as the internal communication manual policy dictate. To resolve the issue of communication distortion in any organization, I think, needs the active involvement of employees in their respective departments.

*(Personal interview, May 03 2014)*

Her comment implies that for communication to be effective all participants of the communication should participate equally and actively. The burden of communication rested, not only on those people who have higher position or on those who have not, but rather it is the responsibility of all stockholders.

**How do you feel about communication in general, including the amount of information you receive, interaction with your immediate superior and others, the information available etc.?**



*Figure.10 the general assesment communication in Ethiopian airlines by its employees*

The general assessment of Ethiopian employees on intra-organizational communication of the company is as follows, 23(8.5%) employees respond very satisfied, 64(23.79%) responses indicate they moderately satisfied and 34(12.6%) employees believe that communication in their organization is somehow satisfying. The result indicate that 121(44.98%) of employees satisfied about the overall organizational communication of Ethiopian Airlines. However, a significant number of people, that is about 143(51.2%) of employees are dissatisfied about the overall communication of their company, the rest 15(5.5% employees preferred not to comment on the subject.

The above assessment shows the disappointment of employees of Ethiopian Airlines, their strong need for communication responded with weak and unresponsive environment. This needs to change and the organization should engage with employees more, in order to harvest a motivated and engaged employees on the business of the organization. Hiwot also explained the objective of intra-organizational communication and she said the following important remarks,

Updating the current issue in the organization, and in the aviation industries, create awareness about the safety priorities of Ethiopian, proper awareness on safety issue, safety metrics and safety hazards is created amongst all

employees including outsourced personnel. By engaging employees, the policy intended to create a motivated and well-informed employee that will act as a brand ambassador of Ethiopian airlines.

As Hiwot commented, the objective of intra-organizational communication is to create well-informed, motivated employees who have a clear understanding of the objective, mission and the direction of their organization. However, the poor communication practice in the organization challenged the realization of this objective.

#### **4.8 Ethiopian airlines internal communication policy manual**

The policy which is revised on December 1, 2013 have six (6) sections, the first section of the policy manual indicate the rational and purpose of promoting effective internal communication in Ethiopian airlines. The policy manual clearly articulates the importance of effective, engaging communication to Ethiopian. The policy is set to create employees who are well informed and keen to engaging and interact within the organization. The policy of internal communication of the company assumes that effective communication within the organization is important for its business. The rational indicated on the policy manual seems to agree with the human behavior school of organization, the theory assumes that employee are an important stakeholders of any organization. If the organization envisioned creating a successful business, engaging employees on effective communication is important (Pamela S. & Zalabak: 2006).

The second section of the policy mentioned the revision date of the policy. The third section of the policy listed out people affected by the policy. It said that all employees of the company, management or non-management, trade and labor unions, outsourced operational functions, or any professional association duly constituted and registered at home base and outstation affected directly by this policy. This shows that communication is not the responsibility of single department or individual, rather all stakeholders have their own share of responsibility to realize the intended objective of the policy.

The fourth section of internal communication policy of Ethiopian airlines indicates the result expected after implementing the policy. The policy listed out fifteen elements that expected to achieve. The policy expected to create effective communication and make

employees internalize the corporate vision, mission, and strategy of Ethiopian and enhance corporate identity. The policy also encourages a free flow of information in all channels direction of communication. Encourage direct and candid, regular and strait forward communication culture. Create a team spirit among the employees of Ethiopian. Conducting crew meeting quarterly at a division level once a month at section or department level to discuss administrative, operational and other relevant issues. Informing employees the new developments in their organization and updating issues in aviation industry in a consistent manner. As safety is the priorities for Ethiopian, creating awareness about safety issues are the objective of the policy. In addition, it encourages employees and stakeholders informed and involved in various change initiatives of Ethiopian.

The fifth part of the policy defines the internal communication it says “internal communication shall mean any communication conducted within Ethiopian through crew meeting, surveys, correspondences (latters. Emails fax etc.) telephone related to Ethiopian business.” The policy of internal communication policy of Ethiopian airlines considered employees as important players on the realization of organizational objective. It encourages a free flow of information, upward, downward and lateral. The policy understands the vitality of effective intra-organizational communication in the realization of organizational objective.

## **Chapter five: Conclusion and Recommendation**

### **5.1 Conclusion**

This study attempted to analyze the overall organizational communication of Ethiopian Airlines and factors that contribute for strengths or weakness of organizational communication or both. Communication scholars stressed the positive role of intra-organizational communications to achieve organizational objective. This study intended to find out Ethiopian performance in this regard. By employing mixed research methodology, the study included important stakeholders' reflection and perspective, which is the management and non-management employees, on intra-organizational communication. The desirability of communication in Ethiopian airlines, the availability of information, the communication flow, and the accuracy of information, the mode of communication, the possible information distortion and in the end employees' assessment of Ethiopian communication had investigated sequentially. Moreover, the policy framework that guides the practice of internal organizational communication has also analyzed.

Communication is an everyday phenomenon in every organization and Ethiopian cannot be an exception. Finding out the desirability of communication in Ethiopian Airline is important to assess employees understanding about the issue of communication. The result reveals a very encouraging development. The majority of employees indicate the importance of communication with their supervisors, subordinates, peers and others. In addition, Ethiopian Airline initiative of drawing a policy and procedure that guides and promotes a free flow communication in the organization is a plus for effectiveness of communication. The nexus of Ethiopian need of effective internal communication from management side and the desire of communication from employees' side is the potential strengths of Ethiopian airline to achieve effective organizational communication.

The flow of communication affects the goal and managerial style and climate of organization directly. A philosophy of business leaders can directly affects the promotion of communication or the lack of it. The internal communication policy manual

of Ethiopian airlines adopts the principles of human relation school of thought as its main guiding principle but this study finding comes up with a contradicting result. The classical theorists of organization, like Hennerly Fayol, and the like are not interested in involving employees in decision-making process; they are not interested in employees' point of view, because they believe that the best idea is the management idea, so employees' view is irrelevant. To achieve the needed objective of the organization, according to classical theorists' employees should strictly follow the instruction. So classical theorists advocate a linear form of communication where feedback is discouraged or not important. The study findings on communication flow in Ethiopian airlines reveals quite similar stand with classical perspective. The question, which measures the communication flow of the company reveal that Ethiopian employees have very low interaction among themselves. The findings also indicate that majority of employees send or receive no or little information from or to immediate superior. This result indicated the majority of employees were not communicating effectively with their superior; the management is not satisfactorily communicating with its employees.

The other factor is the possible barriers of communication in Ethiopian Airlines. The result indicate that majority of employee in all position of the organization have no problem in transferring information they receive to their superior, subordinate, peers and others is one of the strength of internal communication in Ethiopian. The issue of trust is also one of the most important elements this study focused, because the issue of trust could affect negatively or helps the realization of effective organizational communication. The lack of trust towards superiors discourage subordinate to communicate with their immediate superior. The research findings revealed that half of the sampled employees showed their trust to their immediate superior. However, the other half of employees indicated their little trust to their superiors. This contradicting result indicated the major factor of poor or ineffective communication in Ethiopian could be the lack of trust between employees.

The study also finds that majority of employees did not have a problem on the accuracy of information they receive from immediate superior, subordinate, peers or others. The only problem observed is the inability to communicate upward downward and lateral.

Despite employees of Ethiopian Airline desire effective communication in the company, the company, apart from drawing the policy of internal communication, did nothing that meet the communication need of its employees. The failure of communication has unpleasant consequence, due to lack of communication, the company strategy could responded uncaringly from employees and cause disagreement and hostility in the organization.

The mode of communication is another area study focused on. As Wayne and Don indicated, choosing appropriate medium of communication is important to have effective communication. The findings of this study showed that majority of employees' uses-face-to face as their sole medium. The rest is writing, telephone and others scores the poor results. This indicates that Ethiopian is providing and using limited choice of communication medium. This hampered the ability of the organization to entrench effective communication in the organization. The question is how free are they are when communicating face-to-face with their superiors? The study shows that overwhelming majority of employees said that they freely discuss job related problems and difficulties without fear of negative consequence. The study also finds that employees of Ethiopian felt no force that pushed them to distort information when communicating with people of higher position; this is a good factor to have effective communication.

Over all, based on the findings of this study, one can safely say Ethiopian Airlines underutilized communication as organizational tool to achieve its organizational objective. The employees' assessment indicated that more than half of employees dissatisfied with the organizational communication in the company. However, the Airline indicated in its policy that making the objective known by its entire staff, creating commonness among its employees, creating well-informed employees, who know a safety priority of the organization and in the end make employees the brand ambassador of the airline are its priority areas. In contrast, the findings indicated Ethiopian is underutilized its intra-organization communication tool to its advantage; this will challenge the internal communication policy objective. This should be a serious concern for the company because achieving organizational goals without effective organizational communication would be a tough task.

## 5.2 Recommendation

The findings entail that majority of employees of the organization understands the need for effective communication. Ethiopian set a policy that guides the behavior and the practice of internal communication. Even if drawing appropriate policy that guides the internal communication is important, having a policy by itself cannot produce the needed result. It requires the ability to give life for the policy. It demands commitment devotion of the management side to create favorable environment for realizing effective communication to reap its benefits. To use the strong communication need of Ethiopian employees to the company's advantage, the company should invest in communication knowledge and technologies.

The management of Ethiopian should take the initiative of engaging employees in communication that is more effective. Employees who have higher position should encourage non- management staff to have more communication among themselves and upward to their superior. It needs investment from the company on different medium of communication to diversify the accessibility information to all employees. To create a well-informed employee about the values, objective, mission of the organization and brand ambassador of the airline, the company should provide the information redundantly with easy access to the entire staff, because redundancy is very important if we like to see the intended behavioral change.

The office in charge of internal communication, employees' engagement office, of Ethiopian should be provided with a necessary and appropriate infrastructure and personnel to reach eight thousand plus employees of the company effectively. With one manager one supervisor and one junior internal communication officer, it is very challenging to fulfill the internal communication objective of the company. So if the company needs to reap the benefit of effective communication the office in charge of internal communication should be provided with expertise of the discipline with appropriate tool.

As the findings reveal Ethiopian employees are very clear about the benefit of communication, almost all agree on the desirability of communication but majority of

employees are not communicating well. This indicates the need for appropriate training to satisfy and develop the communication skill of Ethiopian Airlines. Therefore, Ethiopian should have intensive communication training program to better use the utility of organizational communication.

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## **APENDEX**

## INTERVIEW QUESTIONES

1. Do you think communication is important to achieve organizational objective?  
What effort Ethiopian airlines put forward to realize effective communication within the organization?
2. The free flow of communication between subordinates and superior is important to realize effective organizational communication. Do you think Ethiopian encouraged a flow communication in all direction?
3. Do you think there is a possible communication distortion when the message travels down to the lower level in the hierarchy and vice versa?
4. What is the objective intra-organizational communication of Ethiopian airlines?  
What will you expected to achieve in the end?
5. Which mode of communication Ethiopian airline chooses to send its messages across? And why?

## Organizational communication scale

**Instruction:** this is a series of questions about how people communicate at work in Ethiopian airline, imagine a typical week at work, and answer the question accordingly. Please attempt all the questions alternatives below each statement.

First, we would like to have some background information for statistical purpose. The questions are very general and the answer will not identify you. We don't want your name.

A. What is your sex?

Male	Female

B. How long have you worked with this organization?

Under one year	Over one year

C. What is the last level you have completed in school?

Certificate	Diploma	Degree and above

1. How free do you feel to discuss with your immediate superior the problems and difficulties you have in your job without jeopardizing your position or having it "held against you" latter in this organization?

Completely free	Moderately free	Somehow free	I cannot tell	Somehow cautious	Moderately cautious	Very cautious

2. In what extent do you have confidence and trust in your immediate superior regarding his/her general fairness?

<b>Have little confidence or trust</b>	<b>Moderately little confidence or trust</b>	<b>Somehow little confidence or trust</b>	<b>I cannot tell</b>	<b>Have somehow confidence or trust</b>	<b>Have moderate confidence or trust</b>	<b>Have complete confidence or trust</b>

3. While working what percentage of the time do you spend interacting with.....?

<b>Immediate superior?</b>	<b>%</b>
<b>Subordinate?</b>	<b>%</b>
<b>Peers (others at the same job level?)</b>	<b>%</b>
<b>Total percentage</b>	<b>100%</b>

4. Of the total time you engaging communications while on the job, about what percentage of the time do you use the following method to communicate

<b>Written?</b>	<b>%</b>
<b>Face to face?</b>	<b>%</b>
<b>Telephone? And others</b>	<b>%</b>
<b>Total percentage</b>	<b>100%</b>

5. When receiving information from the source listed below, how accurate would you estimate it usually is?

A. immediate superiors:

Completely accurate	Moderately accurate	Somehow accurate	I cannot tell	Somehow inaccurate	Moderately inaccurate	Completely inaccurate

B. Subordinate:

Completely accurate	Moderately accurate	Somehow accurate	I cannot tell	Somehow inaccurate	Moderately inaccurate	Completely inaccurate

C. Peers (others at your job level).

Completely accurate	Moderately accurate	Somehow accurate	I cannot tell	Somehow inaccurate	Moderately inaccurate	Completely inaccurate

6. How often do you find the amount of available information hinders rather than helps your performance in the organization?

Almost never have too much information	Moderately never have information	Somehow never have information	I cannot tell	Somehow have information	Moderately have information	Have too much information fairly often

7. Of the total time you spend receiving information at work, what percentage comes from

Immediate superior?	%
Subordinate? (if you have subordinate)	%
Peers (others at same job level)?	%
<b>Total percentage</b>	<b>100%</b>

8. Of total time you spend sending information at work, what percentage goes to

Immediate superior?	%
Subordinate? (if you have subordinate)	%
Peers (others at same job level)?	%
<b>Total percentage</b>	<b>100%</b>

9. Of the total amount of information you receive at work, how much do you pass on to *immediate superiors*?

All	Moderately all	Somehow all	I cannot tell	Somehow none	Moderately none	None

*Subordinate?*

<b>All</b>	<b>Moderately all</b>	<b>Somehow all</b>	<b>I cannot tell</b>	<b>Somehow none</b>	<b>Moderately none</b>	<b>None</b>

*Peers (others at same job level)?*

<b>All</b>	<b>Moderately all</b>	<b>Somehow all</b>	<b>I cannot tell</b>	<b>Somehow none</b>	<b>Moderately none</b>	<b>None</b>

10. How desirable do you feel it is in your department to interact frequently with *immediate superiors?*

<b>Very desirable</b>	<b>Moderately desirable</b>	<b>Somehow desirable</b>	<b>I cannot tell</b>	<b>Somehow undesirable</b>	<b>Moderately undesirable</b>	<b>Completely undesirable</b>

*Subordinate?*

<b>Very desirable</b>	<b>Moderately desirable</b>	<b>Somehow desirable</b>	<b>I cannot tell</b>	<b>Somehow undesirable</b>	<b>Moderately undesirable</b>	<b>Completely undesirable</b>

11. *Peers (others at same job level)?*

<b>Very desirable</b>	<b>Moderately desirable</b>	<b>Somehow desirable</b>	<b>I cannot tell</b>	<b>Somehow undesirable</b>	<b>Moderately undesirable</b>	<b>Completely undesirable</b>

12. Are there forces that cause you to distort information you send upward in this organization?

<b>Virtually no force to distort</b>	<b>Moderately no force to distort</b>	<b>Somehow no force to distort</b>	<b>I cannot tell</b>	<b>Somehow powerful force to distort</b>	<b>Moderately powerful force to distort</b>	<b>Powerful force to distort</b>

13. How do you feel about communication in general, including the amount of information you receive, interaction with your immediate superior and others, the information available etc.

<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Somehow satisfied</b>	<b>I cannot tell</b>	<b>Somehow dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Dissatisfied</b>

DECLARATION:

I declare that “Analysis of Organizational Communication: Ethiopian Airline in focus” is my own work and that all the sources I have used or quoted have been duly acknowledged.

Name: Wondwossen Shiferaw

Signature \_\_\_\_\_

Date \_\_\_\_\_