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Graduate School of Journalism and
Communication

Assessing Intra-organizational Communication practice in Non-
Governmental Organization: The Case of SOS Children's Villages

By

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Addis Ababa, Ethiopia



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Declaration

I, the undersigned, declare that this research paper is my original work and that all sources of the materials in the research paper have been duly acknowledged.

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Abstract:

This research paper assesses the intra-organizational communication practices within SOS Children's Villages Ethiopia, with a specific focus on examining strengths, challenges, and the effectiveness of communication channels and information flow. The study aims to provide insights into the current state of intra-organizational communication and identify areas for improvement. The research methodology employed a mixed-methods approach, combining qualitative and quantitative data collection techniques. Data was gathered through surveys, interviews, and document analysis, involving employees from various departments within SOS Children's Villages Ethiopia.

The findings reveal several strengths in the organization's intra-organizational communication, including the distribution of information in a timely manner and the establishment of an open and transparent communication environment. However, a significant gap in face-to-face communication was identified, suggesting the need for improvement in this area. The study also uncovers relative challenges that hinder effective communication, such as information overload, poor communication between departments, and limited opportunities for feedback. These challenges hinder horizontal and upward information flow, affecting collaboration and decision-making processes within the organization. The research highlights the predominant use of digital communication channels, such as Outlook, Teams, and SharePoint, while acknowledging the importance of balancing digital communication with face-to-face interactions. It emphasizes the need for a comprehensive evaluation framework to assess the effectiveness of communication efforts and incorporate feedback from employees.

Based on the findings, this paper proposes recommendations to enhance intra-organizational communication within SOS Children's Villages Ethiopia. These recommendations include managing information overload, improving interdepartmental communication channels, fostering face-to-face interaction, and implementing an evaluation system to continually assess and improve communication practices.

CHAPTER 1

INTRODUCTION

1.1. Background of the Study:

In today's complex and interconnected business environment, effective communication within organizations has emerged as a critical factor for success. It is crucial for the success and sustainability of organizations.

Within the context of an organization, a comprehensive understanding of the background and significance of evaluating intra-organizational communication is essential. The ability to effortlessly exchange information, ideas, and knowledge among employees and departments is the lifeblood that fuels collaboration, innovation, and productivity. However, despite its undeniable importance, the intricacies of intra-organizational communication and its transformative potential remain largely unexplored.

Organization cannot exist without communication. As cited in Van Riel and Fombrun (2007, p.1) defined, "Communication is the lifeblood of all organizations". It is crucial for every organization to have an effective work environment. According to Bardwick (2008), Communication plays an integral role in a business organization's effective process and success.

Intra-organizational communication plays a crucial role in facilitating coordination, collaboration, and the achievement of organizational goals. It encompasses the exchange of information, ideas, and messages among individuals, teams, and departments within an organization. Understanding the effectiveness of intra-organizational communication is vital for optimizing organizational performance, enhancing employee engagement, and fostering a positive work environment. The effectiveness of intra-organizational communication directly impacts the organization's ability to operate cohesively, achieve strategic objectives, and maintain a positive organizational culture.

Research has consistently shown that effective intra-organizational communication contributes to improved employee engagement, job satisfaction, and organizational performance. Clear and transparent communication channels facilitate the dissemination of information, alignment of goals, and coordination of efforts among different departments and teams. It fosters a sense of shared purpose, collaboration, and trust, enhancing employee morale and commitment to the organization.

Assessing intra-organizational communication provides several advantages for organizations, including SOS Children's Village: it helps identify existing gaps and challenges in communication processes. It enables organizations to pinpoint areas where breakdowns, and also it helps to facilitate collaboration and teamwork. By evaluating communication practices, organizations can identify ways to promote knowledge sharing, cross-functional cooperation, and effective decision-making. This leads to improved collaboration among employees, fostering innovation, problem-solving, and a sense of collective ownership.

Effective communication is fundamental for the success of non-governmental organizations (NGOs) in Ethiopia, where diverse cultural, linguistic, and socio-economic contexts present unique challenges (Gashaw&Gebre, 2019). NGOs play a vital role in addressing social issues and delivering essential services in Ethiopia, necessitating robust communication strategies to engage stakeholders and achieve organizational objectives. Within this framework, NGOs like SOS Children's Village Ethiopia prioritize stakeholder participation, cultural sensitivity, transparency, and technology integration as key components of their communication approaches. By adopting inclusive and adaptive communication practices, NGOs strive to build trust, foster collaboration, and drive positive social change within Ethiopian communities.

1.2. Statement of the problem

Effective intra-organizational communication is crucial for promoting collaboration, enhancing operational efficiency, and achieving organizational goals. Despite its humanitarian mission, SOS Children's Village, an international NGO operating across diverse cultural and linguistic contexts to provide care and support to vulnerable children and families, lacks a comprehensive empirical assessment of its intra-organizational communication practices.

The problem arises from the absence of systematic empirical research on communication effectiveness within SOS Children's Village. This gap may result in communication breakdowns, information overload, and inadequacies in communication channels, thereby impeding the organization's ability to coordinate efforts, align objectives, and effectively serve its beneficiaries. Moreover, navigating these challenges is compounded by the organization's expansive global footprint, which introduces additional complexities in maintaining seamless communication across different regions and hierarchical levels.

According to scholarly literature, such as insights from Downs (2012) and Buhmann, Likely, & Geddes (2018), organizations derive significant benefits from empirical evaluations of internal communication practices. These evaluations are instrumental in ensuring that communication strategies align with organizational objectives and in identifying specific areas for improvement.

Therefore, there is a compelling need to undertake a rigorous empirical evaluation of intra-organizational communication within SOS Children's Village. This evaluation aims to systematically analyze current communication strategies, channels, and practices, identifying strengths, weaknesses, and opportunities for enhancement. Addressing these communication challenges is imperative for fostering collaboration, promoting knowledge sharing, and optimizing decision-making processes, ultimately reinforcing SOS Children's Village's capacity to deliver high-quality care and support to vulnerable children and families worldwide.

In this context, this study aims to evaluate the state of intra-organizational communication within SOS Children's Village, empirically assess the effectiveness of existing communication channels and practices, and propose evidence-based recommendations for improvement. The findings will provide invaluable insights to cultivate a collaborative organizational ethos and empower the organization to achieve its mission with greater efficacy and impact.

1.3. Objectives

The general and specific objectives of the thesis are presented below.

1.3.1. General Objectives

The objective of this study is to Assess the intra-organizational communication practice at the National Office of SOS Children's Villages, Ethiopia.

1.3.2. Specific objectives

2. To examine the strengths and weaknesses of the company's intra-organizational communication.
3. To identify the communication channels and the flow of information within the company of SOS Children's Villages as used for intra-organizational communication.

4. To assess how the effectiveness of the intra-organizational communication practice at SOS Children's Village are measured.

1.4. Research Question

1. What are the strengths and weaknesses of the intra-organizational communication practice in SOS Children's Villages?
2. What communication channels are utilized in intra-organizational communication practices at SOS Children's Villages?
3. How does the information flow within the intra-organizational communication practices at SOS Children's Villages?
4. What measurements did SOS Children's Villages use to assess the effectiveness of its intra-organizational communication?

1.5. Significance of the study

Primarily this research will have great importance for SOS Children's Villages management to measure their organizational performance, and employee performance related to intra-organizational communication. It helps the company to measure its effectiveness. Also, it helps the company to avoid intra-organizational communication problems that occur at workplaces and it helps to improve the role of organizational communication in enhancing work effectiveness on employees.

Also, it is important for academic purposes. It will help further researchers that will develop papers related to organizational communication, and intra-organizational communication. It will serve as a reference point for potential studies besides filling the research gap.

1.6. Scope of the study

This study intends to evaluate intra-organizational communication since there are quite a lot of non-governmental organizations that are found in Addis Ababa. However, the study focused on only the SOS Children's Village, Ethiopia. Also, from the large area of organizational communication, the research is confined on intra-organizational communication in SOS Children's Villages.

1.7. Limitation of the study

This study has several limitations. The sample size was relatively small and restricted to employees of the SOS Children's Villages National Office, which may not fully represent the

broader population or other similar organizations. Additionally, the data collection was constrained by time, limiting the depth and comprehensiveness of the responses. The use of a structured questionnaire, while providing consistency, may have restricted the ability to capture nuanced insights.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

2.1. Overview of communication

Communication involves a series of interconnected processes. Communication is a series of interconnected processes. These processes include encoding, where the sender formulates and packages a message; transmission, where the message is conveyed through a chosen channel; reception, where the receiver perceives and interprets the message; and decoding, where the receiver assigns meaning to the message (Adler & Elmhorst, 2019). Feedback, which involves the receiver's response to the message, completes the communication loop.

It occurs through various channels or modes. Verbal communication involves the use of spoken or written language, such as face-to-face conversations, phone calls, emails, and presentations. Non-verbal communication encompasses gestures, body language, facial expressions, and the use of symbols to convey meaning (O'Rourke, 2017). Additionally, technological advancements have introduced new channels, including social media, video conferencing, and instant messaging.

It also serves multiple functions in human interactions. These functions include providing information, expressing thoughts and emotions, influencing and persuading others, coordinating activities, resolving conflicts, and establishing and maintaining relationships (Robbins & Judge, 2019). Effective communication within organizations fosters collaboration, enhances productivity, and contributes to a positive work environment.

2.2. Defining the concept of communication

Scholars do not universally agree on a single definition of communication. Generally, communication is understood as the process of transmitting messages or information from one person or group to another using various mediums and channels. This process includes encoding, transmitting, and decoding messages to ensure the intended audience comprehends the content. It also encompasses feedback and the exchange of information between the involved parties in the communication process. According to Keyton, (2011), communication is defined as a transmission of an idea or thought from one person to another person. They recognize that communication is an essential aspect of human interaction and is critical to understanding and building relationships between individuals, groups, and cultures. Some scholars also explain communication not only as transferring information from one person to another. Sellnow and Seeger (2014 pp.10) stated communication is not simply the process of

transforming ideas from one person to another person, but it is about building a common understanding between the communication partners. According to Adler and Elmhorst (2019), communication is "the process by which people create and exchange information, ideas, feelings, and impressions" (p. 4). It involves encoding and decoding messages, transmitting and receiving information, and interpreting meaning to facilitate shared understanding.

Communication focuses on the transmission of information from a sender to a receiver. According to Shannon & Weaver, (1949), "Communication is the process by which one mind affects another". This definition emphasizes the transmission of information from a sender to a receiver, highlighting the impact of communication on the recipient's understanding or mindset.

"Communication is the relational process of creating and interpreting messages that elicit a response" Griffin, (2012, p. 7). This definition highlights the interactive nature of communication, emphasizing the exchange of messages that lead to a reaction or response from the recipient. Giffin& Patten (1976) also noted that Communication is a process it includes both information creation and information transmission. Participants communicate and exchange ideas through it.

In addition, Littlejohn & Foss, (2011) state that "Communication is the process of creating shared meaning". This definition emphasizes the collaborative nature of communication. communication is a process in which individuals or groups work together to construct and interpret messages. The focus is on the mutual understanding and interpretation of messages, with the ultimate goal of establishing shared meaning between communicators.

Effective communication refers to the ability to convey information, ideas, and emotions in a clear, concise, and understandable manner, while also actively listening and understanding the messages of others. It involves the use of verbal and nonverbal cues, empathy, and appropriate communication strategies to ensure that the intended message is accurately transmitted and comprehended by the recipient. It is essential for the success of an organization, as it promotes teamwork, reduces conflicts, and improves decision-making. It can take various forms, including verbal, nonverbal, written, or electronic means, and can occur formally or informally, depending on the situation. Communication is transferring information from one person to another with clear information and understandable for the recipient. Adler and Elmhorst (2019) emphasize the importance of clarity in effective

communication. They argue that clear communication involves expressing ideas and information in a concise and understandable manner, avoiding ambiguity and confusion.

Effective communication is crucial in various aspects of life, particularly within the organizational context. When communication is done effectively, it brings several benefits and contributes to the overall success of an organization.

According to Robbins and Judge (2019), effective communication in organizations enhances collaboration, increases employee engagement and satisfaction, facilitates conflict resolution, improves decision-making, strengthens organizational culture, and fosters positive external relationships.

2.3. Function of communication in organization

In today's rapidly changing world, effective communication in organizations has become more significant than ever. Organizations rely heavily on communication to function effectively and achieve their goals. The function of communication in organizations and its impact on various aspects of an organization such as change management, planning, coordination, workplace relationships, and overall organizational performance. To begin with, communication plays a crucial role in effective planning and coordination within organizations (Sugiarti et al., 2021). Accurate and timely communication allows organizations to align their goals, make informed decisions, and effectively allocate resources for optimal performance. Various authors have highlighted the importance of communication in the planning and coordination process. It asserts that communication constitutes the action of the organization and the works of organizing, coordinating, informing, arranging, staffing, and other functions of management (Ayatse & Ikyanyon, 2012). Furthermore, it argues that communication has a vital role in the failure or accomplishment of any organization.

In addition to planning and coordination, communication also plays a vital role in change management within organizations. Organizational change is inevitable and necessary for organizations to stay competitive and adapt to the ever-changing business environment. Effective communication is crucial in facilitating smooth and successful change implementation. Without clear and consistent communication, employees may resist or misunderstand the need for change, leading to resistance and low morale. Research by Eyre highlights the importance of effective communication in organizational change processes. Eyre notes that effective communication is vital in the everyday workings of an organization carrying out its normal activities. Effective communication ensures that employees are well-

informed about the reasons for change, the desired outcomes, and their role in the process. Moreover, communication plays a significant role in building and maintaining positive workplace relationships. Effective communication fosters trust, collaboration, and mutual understanding among employees. This leads to improved teamwork, increased employee satisfaction, and ultimately, better organizational performance. Furthermore, communication is essential for overall organizational performance (Sugiarti et al., 2021). It facilitates the exchange of information, ideas, and feedback among individuals and teams within the organization. Effective communication allows organizations to share and disseminate information, ensuring that everyone is on the same page and working towards common goals. Additionally, communication is crucial for effective decision-making in organizations. It allows managers and employees to share relevant information, discuss alternatives, and reach consensus on important matters. In conclusion, communication is a critical function within organizations (Tenney & Sheikh, 2020). It is essential for planning, coordination, change management, building relationships, and overall organizational performance. Effective communication is vital for successful change management within organizations (U et al., 2020). Effective communication plays a vital role in change management within organizations. It ensures that employees understand the reasons for change, their role in the process, and the desired outcomes. Furthermore, effective communication facilitates the exchange of information, ideas, and feedback within the organization, leading to improved teamwork, increased employee satisfaction, and better organizational performance.

Effective communication is a cornerstone of successful organizations, as it facilitates the exchange of information, ideas, and perspectives among individuals and groups within the organizational structure. By examining the functions of communication in organizations, we can gain insights into how communication processes contribute to various aspects of organizational functioning.

Employee engagement: Effective communication plays a pivotal role in fostering employee engagement by promoting transparency, trust, and alignment with organizational goals. According to Albrecht et al. (2015), two-way communication channels, such as town hall meetings, employee surveys, and open-door policies, facilitate dialogue and feedback, empowering employees to voice their concerns and ideas. Similarly, Kelleher et al. (2018) emphasize the importance of leadership communication in setting clear expectations, providing meaningful feedback, and recognizing employee contributions, which are critical drivers of engagement.

Knowledge sharing is another vital function of communication within organizations. Effective communication facilitates the creation, dissemination, and utilization of knowledge. By sharing information, expertise, and best practices, employees can collectively learn and improve their performance" (Alavi&Leidner, 2001; Wasko&Faraj, 2005; Cummings, 2004; Gupta &Govindarajan, 2000).

Organizational culture is shaped and sustained through communication processes. It refers to the shared values, beliefs, norms, and behaviors that characterize an organization and guide its members' interactions and decision-making processes. It encompasses the unwritten rules and social dynamics that shape the organization's identity, climate, and overall work environment.Schein (1985) defines organizational culture as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel with those problems."

Effective decision making is crucial for the success of organizations, as it determines their ability to adapt to changing environments, capitalize on opportunities, and overcome challengesEffective decision making relies on access to accurate and timely information. Communication processes, such as formal meetings, reports, and informal discussions, facilitate the sharing of information across organizational levels and departments (Alvesson&Kärreman, 2007).

Conflict is an inevitable component of organizational life, and effective communication is crucial for managing and resolving conflicts. Communication strategies, such as active listening, constructive feedback, and mediation, help prevent conflicts from escalating and promote positive conflict resolution. Conflict is a natural and inevitable aspect of human interaction, occurring when individuals or groups perceive incompatible goals, interests, or values (Deutsch, 1973). In organizational settings, conflict can arise due to various factors such as competition for resources, differences in opinions or perspectives, interpersonal disputes, or organizational change (Robbins & Judge, 2019).

Collaboration and teamwork: Communication plays a pivotal role in promoting collaboration and teamwork within organizations. Effective communication channels, such as email, instant messaging, and video conferencing, enable employees to share ideas, coordinate their efforts, and work together towards common goals. Collaboration brings

together diverse perspectives, skills, and ideas, fostering creativity and innovation through brainstorming, idea generation, and collective problem-solving (West, 2012).

Feedback and Performance Management: Communication is essential for providing feedback and managing employee performance. Regular and constructive feedback helps employees understand their strengths and areas for improvement, enabling them to make necessary adjustments to their work. Effective communication in performance management processes, such as performance appraisals and goal setting, ensures that employees receive accurate and meaningful feedback, fostering their professional growth and development.

Change Management: Communication plays a critical role during periods of organizational change. Whether it's a restructuring, merger, or implementation of new processes, effective communication helps manage employee expectations, alleviate resistance, and facilitate smooth transitions. Transparent and timely communication about the reasons for change, its impact, and the support available to employees helps create a sense of trust and reduces uncertainty.

Customer Relations: Communication is vital for building and maintaining strong relationships with customers. Effective customer relations are crucial for maintaining customer satisfaction, loyalty, and retention, which are essential for long-term business sustainability (Gronroos, 2004). **Crisis Management:** In times of crisis, effective communication becomes even more crucial. Communication serves as a cornerstone of crisis management within organizations, playing a pivotal role in various aspects of navigating and mitigating crises. It facilitates the dissemination of timely and accurate information to stakeholders, ensuring transparency and trust (Coombs & Holladay, 2007). Effective communication also aids in coordinating response efforts across departments and external partners, ensuring a cohesive and unified approach to crisis resolution (Pearson & Mitroff, 1993). Furthermore, communication strategies are essential for managing the organization's reputation amidst the crisis, preserving trust and credibility with stakeholders (Fearn-Banks, 2019). Post-crisis communication allows for reflection, learning, and adaptation within the organization, enabling continuous improvement in crisis management processes (Seeger et al., 2003).

Innovation and Knowledge Creation: Communication serves as a catalyst for innovation by facilitating the exchange of ideas, feedback, and insights among individuals and teams (Damanpour, 1991). Through open and transparent communication channels, organizations

foster an environment conducive to creativity, experimentation, and collaboration, essential elements for driving innovation (Tidd&Bessant, 2018). Effective communication practices encourage employees to share diverse perspectives, challenge existing norms, and explore new possibilities, ultimately leading to the development and implementation of novel concepts, products, or processes.

Simultaneously, communication plays a crucial role in knowledge creation within organizations. By enabling the sharing and dissemination of information, expertise, and experiences, communication channels facilitate the generation of new knowledge and insights (Wang &Noe, 2010). Through dialogue, collaboration, and information exchange, employees collectively contribute to organizational learning and the creation of intellectual capital, which serves as a foundation for future innovation and growth.

Organizational Identity and Branding: Communication serves as a fundamental mechanism for establishing and maintaining organizational identity. Through various internal communication channels such as company meetings, newsletters, and intranet platforms, employees receive information about the organization's values, mission, and goals (Smidts et al., 2001). These communications help cultivate a shared understanding of the organization's identity among employees, fostering a sense of belonging and alignment with its core values.

Employee Well-being and Satisfaction:In the realm of organizational dynamics, communication serves as a cornerstone function intricately intertwined with employee well-being and satisfaction (Robbins & Judge, 2019). It functions as a conduit through which leaders impart clarity, support, and recognition, thereby nurturing a positive work environment. Effective communication fosters an atmosphere of trust and transparency, empowering employees to voice concerns, offer insights, and engage in meaningful dialogue (Gallup, 2016). It cultivates an inclusive culture where diverse perspectives are valued and respected, contributing to a sense of belonging among employees (Cox & Blake, 1991). Moreover, communication plays a pivotal role in promoting work-life balance by disseminating information about flexible work arrangements and wellness initiatives (Kossek&Ozeki, 1999). When communication channels are robust and responsive, they pave the way for enhanced employee well-being and satisfaction, fostering a harmonious and productive organizational ecosystem.

These functions of communication highlight its pervasive influence on various aspects of organizational functioning. By recognizing the critical role of communication and

implementing effective communication strategies, organizations can enhance teamwork, performance management, change management, customer relations, crisis management, innovation, organizational identity, and employee satisfaction.

It's important to note that the specific functions of communication may vary across organizations and industries. Factors such as organizational structure, culture, size, and external environment can influence how communication functions are prioritized and implemented. Therefore, organizations should assess their unique communication needs and design strategies that align with their specific goals and contexts.

2.4. Communication Challenges

Effective communication is vital for the success of non-governmental organizations (NGOs) in fulfilling their missions and serving their beneficiaries. However, numerous challenges exist within the NGO sector that impede communication effectiveness. This literature review aims to explore these challenges and their implications for organizational functioning, with a focus on intra-organizational communication within NGOs like SOS Children's Village.

1. Communication Breakdowns

Communication breakdowns are a common challenge faced by NGOs, hindering the flow of information and leading to misunderstandings and inefficiencies (Anheier&Themudo, 2005). Within SOS Children's Village, communication breakdowns may occur due to hierarchical structures, cultural differences, and language barriers among staff members and volunteers (Lovelock &Nummela, 2018).

2. Information Overload

NGOs often grapple with information overload, where staff members are inundated with excessive amounts of information, making it challenging to prioritize and process messages effectively (Banks & Cao, 2018). This overload can result in decreased attention, decision-making difficulties, and reduced productivity within organizations like SOS Children's Village.

3. Inadequate Communication Channels

Limited or inadequate communication channels pose significant challenges for intra-organizational communication within NGOs (Austin, 2000). SOS Children's Village may

face difficulties in ensuring that communication channels are accessible, inclusive, and appropriate for diverse staff members and stakeholders (Heath & Bryant, 2000).

4. Cultural and Linguistic Diversity

NGOs operate in diverse cultural contexts, necessitating effective communication strategies that account for cultural differences and linguistic diversity (Kumar & Lim, 2008). Within SOS Children's Village, the presence of staff members, volunteers, and beneficiaries from various cultural backgrounds requires culturally sensitive communication approaches (Jackson et al., 2019).

5. Technological Barriers

While technology offers opportunities for enhancing communication, NGOs may encounter technological barriers such as limited access to digital tools, lack of technical expertise, and concerns about data privacy and security (Maynard & Parvizi, 2008). SOS Children's Village may need to address these barriers to leverage technology effectively for intra-organizational communication.

6. Power Dynamics and Hierarchical Structures

Power dynamics and hierarchical structures within NGOs can impact communication flows and decision-making processes (Obijiofor, 2014). In organizations like SOS Children's Village, where there may be a mix of paid staff and volunteers, navigating these dynamics is essential for fostering open and transparent communication (Parker & Grote, 2020)

2.5. Communication Audits

Communication audits are essential tools used by organizations to assess the effectiveness of their communication processes, strategies, and channels. Conducting a communication audit provides valuable insights into communication strengths, weaknesses, and areas for improvement, helping organizations enhance internal and external communication practices (Tench & Yeomans, 2009).

Research indicates that communication audits contribute to organizational success by identifying communication barriers, improving message clarity, and enhancing employee engagement (Keyton, 2011). By evaluating communication systems and practices, organizations can align communication efforts with strategic goals, foster a culture of transparency and trust, and build stronger relationships with stakeholders (Johansen, 2006).

The process of conducting a communication audit involves various stages, including planning, data collection, analysis, and implementation (Turner, 2015). Communication audit methodologies may include surveys, interviews, focus groups, and content analysis to gather qualitative and quantitative data on communication effectiveness (Mengü, 2013).

Several studies Organizations that prioritize communication audits as part of their strategic planning process are more likely to achieve communication goals and drive organizational change (Tench&Yeomans, 2009).Communication audit offers several key benefits to organizations. Firstly, it enhances communication effectiveness by providing insights into current communication practices and identifying areas for improvement (Fearn-Banks, 2002). Secondly, communication audit facilitates stakeholder engagement and satisfaction by ensuring alignment between organizational messages and stakeholder expectations (Van Ruler &Verčič, 2004). Additionally, communication audit enables organizations to identify communication gaps and opportunities for innovation, thereby enhancing organizational adaptability and resilience (Grunig, 1992). Furthermore, communication audit promotes transparency and accountability in communication processes, fostering trust and credibility among stakeholders (Johansen, 2007).Despite its benefits, communication audit is not without limitations. Biases in data collection and analysis may skew audit findings and compromise the validity of recommendations (Men, Rahim &D'Silva, 2017). Moreover, the resource-intensive nature of audit processes, including time, personnel, and financial resources, may pose challenges for organizations with limited resources (Van Ruler &Verčič, 2004). Additionally, measuring the impact of communication strategies on organizational outcomes remains a significant challenge, as communication audit may not capture the full extent of organizational performance (Kruckeberg&Starck, 1988). Furthermore, the generalizability of audit findings may be limited, as they may not fully reflect the diverse communication contexts and needs of different organizations (Men, Rahim &D'Silva, 2017).

2.5.1. Function of communication audit

The function of a communication audit is to systematically evaluate an organization's communication processes, strategies, and channels to assess their effectiveness and efficiency in achieving organizational goals. Communication audits serve several key functions within an organization:

1. **Diagnostic Function:** Communication audits diagnose communication strengths, weaknesses, opportunities, and threats (SWOT analysis) within an organization

(Tench&Yeomans, 2009). By examining current communication practices, messages, and channels, audits identify areas for improvement and guide strategic decision-making.

2. **Assessment of Communication Practices:** Communication audits assess the alignment of communication practices with organizational goals, values, and objectives (Keyton, 2011). They evaluate message clarity, consistency, and relevance to target audiences, ensuring that communication efforts support organizational missions and priorities.
3. **Identification of Communication Barriers:** Communication audits identify barriers to effective communication within an organization, such as poor message delivery, lack of feedback mechanisms, or communication silos (Turner, 2015). By uncovering these barriers, audits enable organizations to address communication challenges and enhance information flow.
4. **Evaluation of Communication Channels:** Communication audits evaluate the effectiveness of communication channels and platforms used within an organization (Tench&Yeomans, 2009). They assess the reach, accessibility, and engagement levels of various channels, including email, intranet, social media, meetings, and newsletters, to determine their suitability for conveying messages to target audiences.
5. **Employee Engagement and Satisfaction:** Communication audits gauge employee perceptions of communication within the organization (Keyton, 2011), including satisfaction levels, perceived transparency, and opportunities for feedback. By soliciting employee input, audits can identify areas where communication processes can be improved to enhance employee engagement and morale.
6. **Strategic Planning and Decision-Making:** Communication audits provide valuable data and insights that inform strategic planning and decision-making processes (Turner, 2015). Audit findings help organizations develop communication strategies, set priorities, allocate resources, and implement initiatives to enhance overall communication effectiveness.

2.6. Defining Organizational Communication

The term organizational communication is a combination of two terms organization and communication. organization is defined as a social entity with a structured set of goals or

objectives, hierarchical levels of authority and operations, and within a specific environment. An organization is a group of people who come together and work interdependently to accomplish certain communal goals and objectives. As (McShane and Glinow 2010 pp.4) noted The essence of an organization lies in its people, their objectives, and their goals. The effectiveness of an organization hinges on its ability to communicate proficiently, both internally and externally, in order to accomplish those goals.

(Miller, 1995), defined organization as including five critical features—namely, the existence of a social collectivity, organizational and individual goals, coordinating activity, organizational structure, and the embedding of the organization within an environment of other organizations.

Also, In organizational communication, communication channels like face-to-face conversations, group meetings, memos, email, and social media platforms are commonly used to facilitate the flow of information. Communication in organizational communication refers to the process of exchanging information and ideas between individuals or groups within an organization to achieve a common goal. According to (Farmer, Slater, & Wright, 1998) A company's mission and vision, policies and procedures, tasks and responsibilities, and numerous activities are all delivered to its audience through communication.

Organizational communication is a complex and multifaceted process, profoundly impacting every facet and component of the organization (Duncan & Moriarty 1998:5; Mersham & Skinner (2001). Organizational communication is a process of exchanging information and ideas within an organization between people or groups to achieve common goals. Dennis (2013) defines "organizational communication is the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goal". (Özgün, 2019) highlighted in his research It is the process of communication that occurs within established boundaries to ensure coordination, information flow, motivation integration, evaluation, training, decision-making, and control among the departments and organizational components, within the production and management process necessary for the institutions to achieve and operate their goals and objectives.

Also, Shockley-Zalabak 45 (1991:31) noted the fact that organizational communication is an ongoing process that incorporates the diversity of people and their particular characteristics into the creation of a message, with the intention of creating a shared meaning for a particular purpose.

Effective organizational communication involves the exchange of information, ideas, and opinions among different individuals or groups in the organization to achieve common objectives.

2.7. Principles of organizational communication

Organizational communication plays a vital role in the success and effectiveness of modern businesses. Scholars have identified several key principles that guide effective organizational communication. In their study, Shockley-Zalabak, Ellis, and Winograd (2010) emphasize the following principles:

2.7.1 Principle of Openness and Transparency:

Openness and transparency in organizational communication refer to the extent to which information is freely shared and accessible within an organization. It encompasses practices such as honest communication, sharing of information, and maintaining transparency in decision-making processes (Mishra, 2014). Open communication fosters trust and credibility within an organization. When leaders and managers are transparent about decisions and share information openly, it builds trust among employees and stakeholders, leading to greater organizational cohesion and commitment (Alvesson & Kärreman, 2014). Research suggests that organizations that prioritize openness and transparency in communication tend to perform better. Transparent communication leads to better problem-solving, increased innovation, and more effective decision-making processes, ultimately contributing to improved organizational performance (Jensen & Meckling, 1976).

2.7.2. Principle of Clarity and Consistency:

Clear and concise communication is essential to ensure that messages are easily understood by all recipients. Clarity and consistency refer to the need for messages to be clear, understandable, and aligned across different communication channels and contexts. This principle ensures that information is effectively conveyed and interpreted by stakeholders within the organization (Shockley-Zalabak, 2015). It helps to reduce ambiguity and minimize the risk of misinterpretation among employees. When messages are clear and consistent, employees are more likely to understand expectations, roles, and goals, leading to improved performance and satisfaction (Lunenburg, 2010). During times of organizational change, clarity and consistency in communication are crucial for managing transitions effectively. Clear and consistent messaging helps employees understand the reasons for change, the expected outcomes, and their roles in the process, reducing resistance and facilitating

successful change implementation (Kotter, 1995). While clarity and consistency are important principles, organizations may face challenges in achieving them. Factors such as information overload, conflicting messages, and cultural differences can hinder efforts to maintain clarity and consistency in communication (Redding, 1979).

2.7.3. Principle of Active Listening:

Effective communication is a two-way process that involves active listening. This principle emphasizes the importance of giving full attention to the speaker, seeking to understand their perspective, and providing appropriate feedback. Active listening is a principle of communication that involves fully concentrating, understanding, responding, and remembering what is being said. It is crucial for effective communication in organizations as it fosters mutual understanding, trust, and collaboration among team members (Kline, 2015). It enhances understanding and empathy within the organization. When employees feel listened to and understood, it fosters a sense of belonging and psychological safety, leading to improved teamwork and morale (Drollinger et al., 2006). Active listening contributes to better decision-making and problem-solving in organizations. When employees feel heard and valued, they are more likely to share ideas, raise concerns, and collaborate on finding solutions to challenges (Burley-Allen, 1995). It also helps to reduce conflict and misunderstandings in the workplace. According to Miller & Rollnick (2002). By listening attentively and clarifying points of confusion, employees can address potential conflicts early on and prevent them from escalating.

2.7.4. Principle of Timeliness and Relevance:

It refers to the need for messages to be delivered promptly and to contain information that is pertinent to the recipient's needs or interests. This principle ensures that communication is effective and meaningful, leading to better decision-making and problem-solving (Bovee & Thill, 2018). According to Kreitner & Kinicki (2016) it fosters employee engagement and motivation. When employees receive timely updates and information that is relevant to their roles and responsibilities, they feel valued and connected to the organization, leading to increased job satisfaction and productivity. It also builds trust and credibility with stakeholders. When organizations consistently deliver information in a timely manner and ensure its relevance to the recipient's needs, it demonstrates reliability and integrity, fostering trust and positive relationships (Argenti, 2016). While timeliness and relevance are important principles, organizations must also be mindful of communication overload. Delivering too

much information, even if timely and relevant, can overwhelm recipients and diminish the effectiveness of communication (Robbins & Judge, 2019)

2.7.5. Feedback and Adaptability:

Feedback is an integral part of effective organizational communication. It refers to the processes of actively seeking and providing feedback, as well as being flexible and responsive to changing circumstances. These principles are essential for maintaining effective communication channels and ensuring that organizational goals are achieved (Shockley-Zalabak, 2015). It supports learning and development within organizations. By receiving feedback on their performance, employees can identify areas for growth and development, while organizational leaders can adapt strategies and processes to support employee learning and skill development (DeNisi & Murphy, 2017). It also contributes to better decision-making and problem-solving processes. By gathering feedback from diverse sources and being adaptable to changing circumstances, organizations can make more informed decisions and respond effectively to challenges (Janis & Mann, 1977).

2.8. Intra-organizational communication

Effective communication within an organization is crucial for its success and productivity. Intra-organizational communication, which involves the exchange of information, ideas, and messages among members and departments, plays a significant role in fostering collaboration, coordination, and overall organizational effectiveness. According to Barker and Du Plessis (2002:4), intra-organizational communication can be defined as the internal, work-related messages that are shared amongst members of an organization whether intrapersonal, interpersonal or in a small group.

Intra-organizational communication essentially refers to the internal messages that are shared in the organization and are usually work-related, and it is integral to the functioning of the organization because it is the means through which organizational members coordinate their activities to accomplish organizational goals (Kreps 1997:149;

Intra-organizational communication focuses on sharing information with the goal of keeping everyone on the same page, promoting success in collaborations and tasks, and making sure that everyone has access to important data. It also helps maintain an open work environment in which employees actively share opinions and ideas.

Effective intra-organizational communication can be achieved through both formal and informal means. Formal approaches involve distributing memos, emails, or messages from upper management to carefully evaluate a specific issue or event. On the other hand, informal methods include holding team meetings where co-workers can voice opinions or offer suggestions for improvement. In addition to face-to-face meetings, new technologies that allow for remote video conferencing have also become increasingly popular within organizations due to their increased availability.

The importance of intra-organizational communication cannot be understated as it plays a pivotal role in contributing to organizational success by allowing all stakeholders (employees, customers, suppliers, etc.) to interact in a timely manner while ensuring that everyone has access to accurate information when needed. As such it is essential for any organization aiming at achieving greater efficiency in their operations. Furthermore, this type of communication fosters good relationships among all participants which is necessary for the development of trust between them and ultimately leads towards a better collective team spirit amongst them thus increasing overall motivation and improving performance results across the board for the benefit of all parties involved in the business relationship. Additionally, effective intra-organization communication promotes transparency as well by creating awareness about different ongoing activities/tasks so that stakeholders are aware how their respective roles play out within its operations thereby reducing any potential misunderstandings (and related consequences) later down the line once actual ops are initiated/executed accordingly.

Ultimately companies need regular channels of intra-organization communication if they want to ensure organizational effectiveness; thus, it should never be neglected or dismissed in favor of inter/extra organizational initiatives - as proper functioning within its walls sets the foundation required for competently managing outward processes effectively &and efficiently over time too!

2.9. Function of intra-organizational communication

Intra-organizational communication is a type of interrelated communication that takes place within an organization or business, among its staff and employees (Chin, 2020). It encompasses all formal methods of communication, such as newsletters, emails, and official documents, as well as informal interaction between colleagues. Intra-organizational communication facilitates the flow of information from leader to follower and vice-versa so

that everyone in the organization is aware of what is happening in the workplace. This helps to ensure that tasks are completed in time and can also help foster better team working relationships by facilitating understanding among team members (D'Ambra et al., 2018).

Intra-organizational communication, which refers to the exchange of information and messages within an organization, is crucial for several reasons:

The main purpose of intra-organizational communication is to manage the communication process with the internal stakeholders in an effort to inform or persuade the internal audience (Neher 1997:291).

1. Coordination and Collaboration:

One of the primary functions of intra-organizational communication is coordination and collaboration among employees and departments. Research by Daft and Lengel (1986) highlights the importance of communication in aligning individual and departmental goals with organizational objectives. Effective communication channels and practices enable employees to share information, clarify expectations, and coordinate their efforts towards achieving common goals (Robbins & Judge, 2019). It leads to Increasing productivity and efficiency: Effective communication between different departments and teams within an organization can help streamline processes, reduce duplication of efforts, and improve overall efficiency, leading to increased productivity.

2. Decision-making:

Intra-organizational communication plays a critical role in decision-making processes within organizations. Research by Eisenhardt (1999) emphasizes the significance of communication in information sharing, idea generation, and consensus building during decision-making. Clear communication paths and a culture of open dialogue can result in more informed decision-making, allowing the organization to make better choices that align with its goals. Argote& Ingram, (2000) states that Effective communication channels and practices facilitate the flow of information, varying perspectives, and critical feedback, enabling informed decision-making

3. Employee Engagement and Motivation:

Intra-organizational communication contributes to employee engagement and motivation, which are crucial for individual and organizational performance. Research by Gagné and

Deci (2005) highlights the role of communication in fulfilling employees' basic psychological needs for autonomy, competence, and relatedness. Employees who feel that their voices are heard and that they are part of a transparent and communicative culture are likely to feel more engaged and satisfied at work, leading to improved retention rates and a more positive company culture. Effective communication practices, such as providing feedback, recognition, and opportunities for participation, enhance employee satisfaction, commitment, and intrinsic motivation (Robbins & Judge, 2019).

4. Knowledge Sharing and Learning:

Another important function of intra-organizational communication is knowledge sharing and organizational learning. Research by Nonaka and Takeuchi (1995) emphasizes the role of communication in facilitating the transfer and creation of knowledge within organizations. When employees are encouraged to share ideas and thoughts, it can lead to greater creativity and problem-solving, driving innovation within the organization. Effective communication practices, both formal and informal, enable employees to share tacit and explicit knowledge, fostering innovation, problem-solving, and continuous learning (Bartol&Srivastava, 2002).

Overall, intra-organizational communication is essential for successful collaboration, increased productivity, better decision-making, employee engagement and satisfaction, and innovation

2.10. Information flow in intra-organizational communication

Information flow is a critical aspect of intra-organizational communication, as it determines how information is transmitted, shared, and utilized within an organization

2.10.1. Direction of communication

communication directions are known as downward communication, upward communication, (vertical communication) horizontal communication, and diagonal communication (KenanSpaho 2012)

2.10.1.1 Down ward communication

As it is implied in the title downward communication occurs when information flows from the top to the down. In this kind of communication, the flow will be in one direction Max Weber. Weber, M. (1930) stated Downward communication messages that start at the top of the hierarchy are transmitted down to the lowest rungs of the hierarchy; downward communication can be considered a top-to-bottom approach for organizational

communication it can consist of instructions, policies, and performance feedback and even clarification of goals. This type of communication helps managers, business leaders, and other executive-level personnel communicate tasks, expectations, and decisions from the top down to subordinates. Downward communication, as Verma, (2013) stated, that most effective if managers communicate directly with immediate supervisors and immediate supervisors communicate with their staff. Typically, the communication sent downward from management to subordinates has defined purposes in that it (Robbins 2001):

- provides instructions on how, what, and when to undertake work,
- facilitates an understanding of tasks and their relationships to other organizational tasks and functions. It therefore provides a rationale for doing the work. In other words, how the work an employee does impacts and influences other employees and the achievement of goals,
- provides a broad range of information related to statutory issues such as policies, operational procedures, and practices within the organization, • provides feedback on employees' performance, and
- provides information related to, amongst others, ideological and strategic matters including the vision, mission, and goals of the organization.

Downward communication can happen in a variety of forms such as memos, reports, emails, or verbal instructions. Its purpose is to inform groups or individuals and ensure that directions are understood and followed correctly. By cascading down from top leaders to those carrying out day-to-day tasks, it ensures a shared understanding among employees and allows for the necessary adjustments to ensure the business succeeds.

2.10.1.2. upward communication

Upward communication is the flow of information from employees in a business or organization to their supervisors. This type of communication includes reports, ideas, and feedback from team members to management. It's essential for managers and leaders to have an open dialogue with their employees in order to enable effective problem-solving and promote team cohesion. Ergen, (2010) defined it as the transmission of information from the lower levels to the top levels of an organization. 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.

- allows employees to actively participate in decision-making processes and share their ideas, concerns, and feedback with higher-level managers.
- provides a platform for employees to share innovative ideas and suggestions with higher-level managers. This can foster a culture of innovation and creativity within the organization.
- allows valuable information and knowledge to flow from lower-level employees to higher-level managers. This exchange of information enables organizations to learn from frontline employees' experiences and expertise.
- provides managers with insights and perspectives from employees who are directly involved in day-to-day operations.
- **Increased Employee Satisfaction and Retention:** When employees feel that their ideas and concerns are valued and acted upon, it can enhance their job satisfaction and increase their likelihood of staying with the organization.

These advantages highlight the importance of upward communication in organizations for employee engagement, innovation, organizational learning, decision making, and employee satisfaction.

2.10.1.3. horizontal communication

Horizontal communication refers to the exchange of information or messages between individuals or groups who are at the same hierarchical level or position in an organization or institution. Goldhaber (1983) defines horizontal communication as “the lateral exchange of messages among people on some organizational level or authority”. In other words, it involves communication between colleagues or peers within an organization or group. This type of communication allows for teamwork, problem-solving, and decision-making without relying solely on the direction of upper management.

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 or lateral communication can be described as communication that takes place between members of a particular work group or unit, and workgroups or units of the same level and hierarchical equivalent, which in other words simply refers to people on the same level (Smit& Cronje 2002:372; Mersham& Skinner 2001:42; Wells & Spinks 1989:8). 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) (Lunenborg:2010). It can be formal or informal, and it can occur through various channels such as face-to-face interactions, email, phone, instant messaging, or social media.

2.10.1.4. Diagonal communication

Diagonal communication refers to interactions that occur between individuals at different hierarchical levels in an organization who work in different functional areas or departments. It typically occurs from higher-level managers to lower-level employees or vice versa, and also between peers in parallel departments.

This type of communication is important as it helps to break down the barriers between different levels or departments in an organization, promoting collaboration and sharing of information. It can also promote cross-functional understanding and problem-solving and help bridge the gap between management and employees.

2.11. Channels of intra-organizational communication

Effective communication is a cornerstone of success in various domains, including business, healthcare, education, and interpersonal relationships. In an era of rapid technological advancements, understanding the nuances of different communication channels and their impact on message transmission is vital. There are various channels for intra-organizational communication, including:

1) Face-to-face communication

It refers to direct interactions between individuals within the organization. This can include in-person meetings, conversations, presentations, or informal discussions. Face-to-face communication allows for immediate feedback, nonverbal cues, and the opportunity for clarification, making it a rich and interactive channel for intra-organizational communication. It enables rich, immediate feedback and builds trust (Knapp & Daly, 2016).

2) Emails and electronic communication

It involves the use of email, instant messaging platforms, and other digital tools to exchange information, ideas, and updates within the organization. It is the most common and widely used channel of communication within an organization. and can be used to send formal or informal messages, documents, and memos. It enables asynchronous communication, allowing individuals to send and receive messages at their convenience. Electronic

communication is widely used due to its convenience, speed, and ability to document conversations.

3) **Intranets and internal websites**

They are internal platforms or websites within an organization that provide access to information, documents, policies, and updates. They serve as centralized repositories of relevant information for employees. Intranets can include features such as discussion forums, document sharing, and news feeds, facilitating communication and knowledge sharing across departments and teams.

4) **Team Collaboration Tools:**

Team collaboration tools are web-based platforms or software that enable teams to collaborate, communicate, and coordinate their work. It allows employees to communicate quickly and easily in real-time. These tools often include features like task management, shared document repositories, real-time messaging, and video conferencing. They promote collaboration and streamline communication within and across teams, especially in remote or distributed work environments.

5) **Meetings and Conferences:**

Meetings and conferences provide a formal setting for individuals within the organization to gather, discuss, and exchange information. According to McShane, S. L., & Von Glinow, M. A. (2018) Formal or informal meetings, conferences, or workshops where individuals gather to discuss and exchange information within the organization. These can range from small team meetings to large-scale conferences or workshops. Meetings and conferences facilitate real-time interaction, brainstorming, decision-making, and knowledge sharing among participants.

6) **Memos and written communication**

It involves the distribution of written documents within the organization to communicate important updates, policies, or announcements. These can include formal memos, reports, policy documents, or announcements. Written communication provides a tangible record of information, ensuring clarity, consistency, and accessibility of important organizational messages. Memos and written communication provide a formal record of communication, documenting decisions, policies, and announcements for future reference and accountability (Guffey& Loewy, 2018).

7) **Social Media and Enterprise Social Networks:**

Social media platforms and enterprise social networks are increasingly used by organizations for internal communication. These platforms enable employees to connect, share information, collaborate, and build relationships within the organization. They can facilitate social interactions, knowledge sharing, and informal communication across departments and hierarchical levels. Social media and ESNs enhance communication agility, allowing organizations to disseminate information rapidly, address issues proactively, and foster transparent dialogue (DiMicco et al., 2008)

2.12. Empirical framework

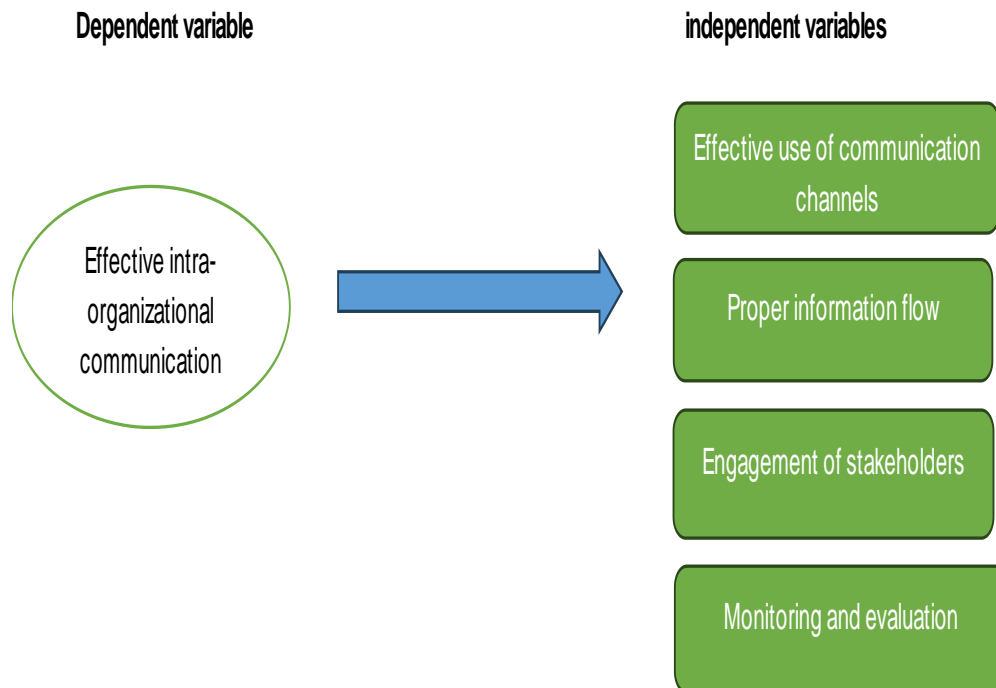
GetachewHailu (2021) conducted a study on “The Practice of Communication in Government Organizations: The Case of Ministry of Urban Development and Construction” The objective of the study was to examine the effectiveness of communication tools used in the Ministry of Urban Development and Construction The study used questionnaires and interviews as data collection tool and participate 196 respondents. The study concluded that great attention should be paid to communication practices in order to improve performance and service delivery.

A study conducted by GurmuBelachew (2021) “The Impacts of Organizational Communication on Organizational Performance: Case of LegeTafuLegeDadi Town Admiration Public Sectors” a qualitative research approach was employed and data was collected from both primary and secondary sources.The findings of the study suggested that both internal and external communication effectiveness are unsatisfactory which resulted in poor performance.

Internal Communication for Organizational Performance: The Case of Addis Ababa Mass Media Agency by Abu Charlie (2019) examined the communication systems, measured the performance of employees, identified the most useful channel of communication from the employees” point of view, and identified barriers and breakdowns in the communication systems of the organization. The study uses a qualitative research approach and data was collected from both primary and secondary sources. The study concluded that the significance of communicating with consistency, concreteness, and completeness on the performance of employees in Addis Media Network.

2.13. Conceptual framework

A conceptual framework is a theoretical framework or a structure that outlines the key concepts, variables, relationships, and assumptions that form the foundation for a research study or project. It provides a roadmap for organizing and understanding the research topic, guiding the development of research questions, hypotheses, and data analysis.



2.14. Theoretical framework

2.14.1. Human Relations Theory

The human relations theory, developed by Mayo and his colleagues during the early 20th century, emphasizes the significance of interpersonal relationships, motivation, and employee satisfaction in organizational settings (Mayo, 1933). This theory focuses on understanding how social and psychological factors impact individuals' attitudes, behaviors, and performance within the workplace.

The Human Relations Theory emerged as a response to the limitations of classical management theories, particularly in addressing the human aspect of organizations. Rooted in the works of Elton Mayo and his colleagues at the Hawthorne Studies, this theory emphasizes the significance of understanding human behavior, motivations, and social dynamics within the workplace (Mayo, 1933).

One of the foundational concepts of the Human Relations Theory is the recognition of employees as valuable assets to an organization. Mayo's research demonstrated that factors such as social interactions, group norms, and leadership styles significantly impact employee productivity and job satisfaction. By fostering a supportive work environment that values interpersonal relationships, organizations can enhance employee morale and overall performance (Hawthorne, 2005).

Furthermore, the Human Relations Theory emphasizes the importance of effective communication in organizational success. Clear communication channels, open dialogue, and feedback mechanisms are vital for promoting trust, collaboration, and mutual understanding among employees and management (Follett, 1924). Effective communication not only facilitates coordination and decision-making but also fosters a sense of belonging and commitment among employees (Katz & Kahn, 1966).

Another key aspect of the Human Relations Theory is the recognition of the psychological needs of individuals in the workplace. Maslow's hierarchy of needs and Herzberg's two-factor theory highlight the importance of factors such as recognition, autonomy, and opportunities for personal growth in motivating employees (Maslow, 1943; Herzberg, Mausner, & Snyderman, 1959). By addressing these intrinsic motivators, organizations can create a work environment conducive to employee satisfaction and engagement.

Moreover, the Human Relations Theory emphasizes the role of leadership in nurturing positive relationships and fostering a supportive organizational culture. Leaders who demonstrate empathy, fairness, and authenticity are more likely to earn the trust and respect of their employees (Bass & Avolio, 1994). Transformational leadership, characterized by inspirational vision and individualized consideration, aligns closely with the principles of the Human Relations Theory and has been associated with higher levels of employee satisfaction and performance (Bass, 1985).

Human Relations Theory posits that organizational success hinges on recognizing employees as valuable assets and understanding their needs and motivations (Mayo, 1933). This human-centric approach aligns with the core principles of organizational communication, which emphasize the importance of interpersonal relationships, trust, and collaboration in achieving organizational goals (Cheney & Christensen, 2001). Effective organizational communication practices prioritize dialogue, feedback mechanisms, and participatory decision-making processes, resonating with the principles of Human Relations Theory.

Human Relations Theory underscores the significance of creating a supportive work environment conducive to positive social interactions (Follett, 1924). Organizational communication plays a pivotal role in shaping communication climates and organizational cultures by promoting transparency, inclusivity, and shared understanding (Putnam & Nicotera, 2009). Open communication channels facilitate the exchange of information, ideas, and feedback, fostering a culture of collaboration and mutual respect within organizations.

Leadership practices, central to Human Relations Theory, heavily influence organizational communication dynamics. Leaders who embody traits of empathy, authenticity, and active listening are more likely to establish effective communication channels and inspire trust among employees (Bass & Avolio, 1994). Transformational leadership, which emphasizes visionary communication and individualized consideration, aligns closely with the principles of Human Relations Theory and has been associated with positive organizational outcomes (Bass, 1985). Effective organizational communication requires leaders to articulate a compelling vision, engage employees in decision-making processes, and foster a sense of collective purpose.

Human Relations Theory acknowledges the importance of addressing employees' psychological needs and intrinsic motivators in enhancing organizational performance

(Maslow, 1943; Herzberg et al., 1959). Organizational communication practices that recognize and reward employees' contributions, provide opportunities for growth, and foster a sense of belonging contribute to employee motivation and engagement (Shockley-Zalabak, 2012). Clear communication about organizational goals, expectations, and performance feedback reinforces employees' sense of purpose and commitment to the organization.

Human Relations Theory emphasizes the inevitability of conflicts within organizations and the importance of constructive resolution processes (Katz & Kahn, 1966). Organizational communication facilitates conflict management by enabling open dialogue, negotiation, and collaboration (Jehn, 1995). Effective communication skills, such as active listening, empathy, and assertiveness, are essential for resolving conflicts amicably and promoting collective problem-solving (Putnam & Wilson, 1982).

By adopting the human relations theory as a theoretical framework, this thesis aims to explore the influence of communication practices on employee satisfaction, engagement, and organizational outcomes. It seeks to contribute to a deeper understanding of the role of communication in fostering positive employee relations and enhancing organizational effectiveness.

2.14.2. Social Exchange Theory

Social exchange theory, developed by Homans (1958) and expanded upon by Blau (1964) and Emerson (1976), provides a valuable theoretical lens to understand the dynamics of interpersonal relationships within organizations. This theory posits that individuals engage in social interactions based on the expectation of exchanging rewards and minimizing costs.

Social Exchange Theory (SET) provides a theoretical framework for understanding the dynamics of social relationships, interactions, and behaviors within organizational contexts. This review explores the key principles of SET and its application in organizational settings.

Principles of Social Exchange Theory: SET posits that social interactions are based on the principles of reciprocity and mutual benefit (Blau, 1964). Individuals engage in social exchanges with the expectation of receiving rewards and minimizing costs. Central to SET is the concept of the "exchange relationship," wherein individuals weigh the benefits and drawbacks of their interactions and make decisions based on perceived value (Homans, 1958).

Application in Organizational Contexts: In organizational settings, SET provides insights into various aspects of employee behavior, motivation, and engagement. Employees engage in social exchanges with supervisors, colleagues, and the organization itself, seeking rewards such as recognition, support, and opportunities for advancement (Cropanzano & Mitchell, 2005). Organizational practices, such as performance evaluations, rewards systems, and leadership behaviors, influence employees' perceptions of the exchange relationship and their commitment to the organization (Eisenberger et al., 1986).

Leader-Member Exchange (LMX) Theory: A key application of SET in organizational contexts is the Leader-Member Exchange (LMX) Theory. LMX theory posits that the quality of the exchange relationship between leaders and followers significantly impacts employee attitudes, behaviors, and performance outcomes (Graen & Uhl-Bien, 1995). Leaders who establish high-quality exchange relationships, characterized by trust, respect, and support, are more likely to elicit higher levels of follower commitment, job satisfaction, and organizational citizenship behaviors.

Psychological Contracts: SET also sheds light on the concept of psychological contracts within organizations. Psychological contracts represent employees' perceptions of the reciprocal obligations between themselves and the organization (Rousseau, 1995). When employees perceive that the organization fulfills its promises and obligations, they are more likely to reciprocate with higher levels of commitment, effort, and organizational citizenship behaviors (Robinson & Rousseau, 1994).

In the context of organizational communication, SET highlights the importance of transparent, honest, and respectful communication practices. Effective communication fosters trust and reciprocity within the exchange relationship, enhancing employee satisfaction, engagement, and organizational commitment (Blau & Boal, 1987).

CHAPTER THREE

3. METHODOLOGY

This chapter will present the methodology for the paper. it includes the research design and research approach, study population, sample size, sampling techniques and procedure, data collection instruments, the procedure of data collection, data analysis, validity and reliability, and ethical considerations.

3.1. Research design

According to (Kothari, C.R., 2004), "A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure."

The researcher of this paper employed a descriptive research design. Descriptive research is used in the field of social sciences and marketing to help organizations understand the attitudes, habits, motivations, and behaviors of a certain group. Descriptive research utilizes quantitative methods such as surveys or experiments to provide accurate insights into a population's characteristics. "Descriptive research studies are those studies that aim to describe the features of a particular individual or group and do not affect them in any way." (Kothari, 2004,).

The researcher used descriptive research because it offers efficient, reliable means for quantifying data. The researcher chose this design because it offers a reliable way to gather and measure data, even in areas that might have been hard to assess otherwise. This type of study allows researchers to point out key correlations that can be analyzed with greater accuracy than before.

3.2. Research Approach

The research approach of this study used a mixed research approach, according to Creswell, (2014) mixed research methods employ both quantitative that includes closed-ended responses, and qualitative method that tends to be open-ended.

A mixed research approach is beneficial for the researcher to gain a more holistic view of a subject. It allows the researcher to draw on the strengths of various research strategies to uncover deeper insights. Qualitative methods can focus on understanding behavior, emotions, and motivations, while quantitative methods provide directional information about trends or

patterns. By combining these two methodologies, the researcher can better provide a better understanding of the study.

3.3. Population of the study

SOS Children's Villages is one of the NGOs that is found in Ethiopia. Within the capital city and it has 7 villages with in the capital city and regions. The population of study for this thesis will consist of the employees working at the national office of SOS Children's Villages Ethiopia, located in the capital city of Ethiopia. The national office is responsible for overseeing the operations of the organization's seven villages. The population of interest comprises the 61 employees currently employed at the national office. These employees are involved in various roles and departments within the organization, including administration, program management, finance, human resources, communication, and other related functions

3.4. Sampling technique

A sample is a subset of the population that is representative of the entire population (Wimmer and Dominick, 2011). Sampling is very important in research because it is not feasible for a researcher to study the whole population. But in this case, the researcher uses census.

A Censussurvey refers to the collection of data from an entire population or a complete enumeration of all elements within a defined population. In contrast to sampling methods where only a subset of the population is surveyed, a census aims to gather information from every individual or unit of interest.

A census survey is a comprehensive data collection effort conducted by a government agency to gather demographic, social, economic, and housing information about a population. It aims to provide an accurate and detailed snapshot of a country's population and is typically conducted at regular intervals, such as every ten years.

The data collected in a census survey is used for various purposes, including policy planning, resource allocation, research, and decision-making. It provides valuable insights into population trends, distribution, and characteristics, helping governments and organizations make informed decisions and develop targeted programs and services.

Census surveys often employ a combination of questionnaires, interviews, and data collection methods to gather information from households and individuals. The survey questions cover a wide range of topics, including age, gender, ethnicity, education, employment, income, housing, and household composition.

The population being studied consists of only 61 employees, including the communication officers, using a census approach is a suitable choice. In this case, a census survey allows the researcher to gather information from the entire population rather than relying on a sample. This approach ensures that data are collected from every individual within the population, providing a comprehensive and accurate representation of the group being studied.

By conducting a census survey, the researcher can gain a thorough understanding of the communication practices, strengths, and weaknesses within the organization. This approach allows for a detailed analysis of the entire population, including the communication officers who play a crucial role in intra-organizational communication. It enables the researcher to capture a holistic view of the communication dynamics and obtain insights that can inform improvements in communication strategies and practices. Using a census survey in this context eliminates the need for sampling and helps ensure that no individuals or subgroups within the population are overlooked. The researcher can gather data from all 61 employees, which may lead to more accurate and reliable findings.

3.5. Data collection instrument

Data collection plays a very crucial role in the statistical analysis. In research, there are different methods used to gather information, all of which this research will use primary data collection through in-depth interviews and questionnaires.

3.5.1. Questionnaire

For this study, the researcher used a structured questionnaire as the primary data collection tool. This type of questionnaire includes a set of pre-designed questions where respondents choose from given options, which helps maintain consistency across responses (Kumar, 2011, p. 138). This method was chosen because it made it easier to compare responses and obtain clear, measurable results. As Clampitt and Downs (2004, p. 55) suggest, this structure helps keep the focus of the study clear and allows for future performance to be benchmarked effectively.

The questionnaire was administered in a self-administered format, meaning respondents could fill it out on their own, at their convenience. This approach reduces the potential for interviewer bias and provides respondents with the time to think through their answers (Antonis, 2005, p. 94). This method was particularly useful as it led to more thoughtful and honest responses.

The respondents were employees of the SOS Children's Villages National Office. The researcher employed a mix of closed-ended questions, which facilitated easier data analysis, and a few open-ended questions that allowed respondents to share their thoughts in more detail. This combination of question types enabled the researcher to gather both specific, quantifiable data and deeper insights, which were crucial for understanding the broader context of the study.

3.5.2. Interview

In-depth interview is one of the most common qualitative methods and provide opportunities to grasp the research elements' internal feelings, perspectives, interpretations, knowledge, opinions and life experiences (Ezzy, 2002). Neuman (2000:506) describes in-depth interviews as a joint venture between the researcher and the interviewee and as the particular research will be a practically applied study and of particular value to the organization.

The reason for choosing an in-depth interview is to get more accurate and clear information also it will create a deeper understanding for the researcher how communication works with in an organization.

The interviewees are purposively selected and conducted with a list of questions. The interviewees of this study were Communication officers that are currently working in SOS Children's Villages, Ethiopia

3.6. Data analysis

To analyze the data collected from both employees and management at SOS Children's Villages, a mixed-methods approach was employed, integrating both qualitative and quantitative analyses. The quantitative data was collected and analyzed using Google Forms, while the in-depth interview data underwent thematic analysis.

Quantitative Analysis

Descriptive statistical analysis was employed to examine the quantitative data collected via Google Forms. Descriptive statistics offer a systematic approach to summarizing and interpreting numerical data, providing researchers with quantitative insights into participants' perceptions (Trochim, 2006).

In this study, descriptive statistics such as frequencies, percentages, means, and standard deviations were computed to summarize participants' responses to survey questions. These measures allowed for the quantitative summarization of key trends and patterns in the data,

providing a comprehensive overview of participants' perceptions of intra-organizational communication within SOS Children's Villages.

Qualitative Analysis

Thematic analysis, utilized to analyze the in-depth interview data, is a widely recognized method for identifying patterns and themes within qualitative data (Braun & Clarke, 2006). Thematic analysis involves systematically identifying, analyzing, and reporting patterns (themes) within data, allowing for a detailed exploration of participants' experiences and perspectives (Braun & Clarke, 2006). By employing thematic analysis, the researcher aimed to uncover nuanced insights into the complexities of intra-organizational communication dynamics at SOS Children's Villages, capturing both expected and unexpected themes that emerged from the data.

3.7. Pilot study report

The pilot study aimed to assess the overall readability, reliability, and applicability of a questionnaire designed to measure communication satisfaction among employees at SOS Children's Villages. The questionnaire included closed-ended questions organized in the form of Likert scales.

A sample of 12 employees from SOS Children's Villages participated in the pilot study. Questionnaires, with closed-ended questions, were distributed among the participants. The Likert scale utilized in the questionnaire ranged from 1 to 5, with 1 representing "very dissatisfied" and 5 representing "very satisfied."

Out of the 12 questionnaires distributed, 10 responses were collected, resulting in a high 90% return rate. Of the 10 surveys collected, 8 were completed by employees, while 2 were completed by members of the management team.

The high return rate of 90% indicates a strong level of engagement and interest among the participants, reflecting positively on the research topic and the questionnaire design. The distribution of responses among both employees and management team members allows for a comprehensive evaluation of the questionnaire's applicability across different organizational levels. The reliability of the questionnaire was assessed using Cronbach's alpha coefficient. The overall Cronbach's alpha for the Communication Satisfaction Questionnaire (CSQ) was found to be 0.915, indicating high internal consistency. Additionally, the reliability of each of

the eight proposed dimensions of the CSQ ranged from $\alpha = 0.83$ to $\alpha = 0.861$, further affirming the questionnaire's reliability.

Table 3.1: Reliability Coefficients for Communication Satisfaction Dimensions

Reliability Statistics	Cronbach's Alpha	N of Items
Effectiveness of Intra-organizational Communication Practice	0.861	4
Communication Channels and Flow of Information	0.845	6
Strengths and Weaknesses of Intra-organizational Communication	0.83	6
Total	0.915	19

CHAPTER FOUR

4. DATA PRESENTATION ANALYSIS AND DISCUSSION

To analyze the data, both quantitative and qualitative approaches were utilized. The questionnaire responses were subjected to statistical analysis, while the interview data were transcribed, coded, and thematically analyzed. The findings from both data sources were then integrated to provide a complete understanding of the research objectives.

The quantitative analysis involved the use of descriptive statistics to summarize and present the numerical data obtained from the questionnaires. This included calculating frequencies, and percentages.

The qualitative analysis focused on the rich insights obtained from the interviews. The interview transcripts were carefully reviewed and coded to identify recurring themes, patterns, and emerging concepts. These themes were then organized and interpreted to provide a deeper understanding of the participants' perspectives, experiences, and opinions.

4.1. Background of the Respondents

A total of 61 questionnaires were distributed to the participants. Among these, 59 questionnaires were completed and returned, representing a response rate of 99%.

Table 4.1 indicates that Out of the 59 participants, 71.2 % were male and 28.8 were female, indicating a higher representation of males in the study.

Regarding age distribution, the majority of respondents fell within the age range of 20-30 years old, accounting for 37.3% of the sample. The next largest age group was 30-40 years old, comprising 27.1% of the respondents. Additionally, 33.9% of the participants were between 40-50 years old, while a small proportion (1.7%) were above 50 years old.

Examining work experience, the data shows that 18.6% of the respondents had less than 1 year of work experience. A significant portion, 32.2%, had 1-3 years of work experience, suggesting a considerable number of individuals in the early stages of their careers. Furthermore, 13.6% had 4-6 years of experience, while 16.9% had 7-10 years of experience. The remaining 18.6% of respondents possessed more than 10 years of work experience.

Table 4.1: background of the respondents

Respondents' distribution by Sex	Frequency	Percent
Male	42	71.2
Female	25	28.8
Respondents' Distribution by Age		
20-30	22	37.3
31-40	16	27.1
40-50	20	33.9
Over 50	1	1.7
Respondents Distribution By Experience		
Less than 1 year	11	18.6
1-3 year	19	32.2
4-6 year	8	13.6
7-10	10	16.9
Over 10 years	11	18.6

4.2. Descriptive Statistics Description

Table 4.2: Overall effectiveness of the intra-organizational communication

How would you rate the overall effectiveness of intra-organizational communication at SOS CHILDREN'S VILLAGES?	Frequency	Percent
Very ineffective	0	0
Ineffective	2	3.6
Neutral	9	11.4
Effective	33	69
Very effective	15	16

As presented in Table 4.2, Out of the total respondents, 69% answered that they perceive intra-organizational communication at SOS CHILDREN'S VILLAGES to be effective. This indicates a majority agreement among the participants regarding the positive impact of communication within the organization. The high percentage suggests that a significant

proportion of the respondents have experienced effective communication practices that facilitate information flow, collaboration, and coordination within SOS CHILDREN'S VILLAGES.

Furthermore, 16% of the respondents rated intra-organizational communication as very effective. This subset of participants holds an even stronger belief in the effectiveness of communication within the organization. Their responses indicate a high level of satisfaction and confidence in the communication processes and channels employed by SOS CHILDREN'S VILLAGES.

On the other hand, 11.4% of the respondents expressed a neutral stance regarding the effectiveness of intra-organizational communication. These individuals neither strongly agreed nor disagreed with the statement. Their responses suggest a level of uncertainty or perhaps a lack of substantial experiences or observations to form a definitive opinion on the matter.

A smaller proportion of the respondents, 3.6%, indicated that they perceive intra-organizational communication at SOS CHILDREN'S VILLAGES to be ineffective. This group expressed dissatisfaction or concerns regarding the organization's communication practices. Their responses highlight potential areas for improvement in order to enhance communication effectiveness within the organization.

Which of the following are key strengths of intra-organizational communication at SOS Children's Villages? (Select all that apply)

57 responses

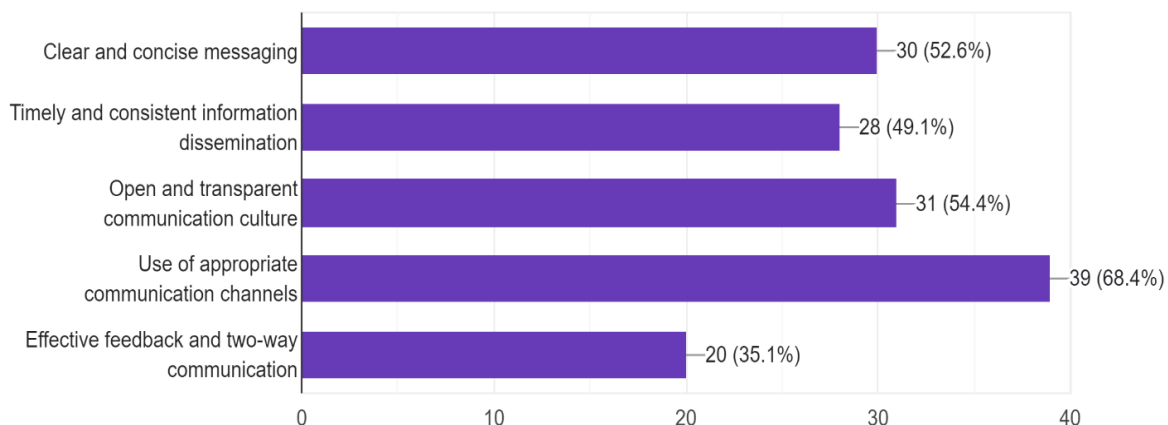


Figure 4.1: Respondents' Responses Regarding Strengths of intra-organizational communication

As shown in figure 4.1 the data collected on the key strengths of intra-organizational communication at SOS Children's Village reveals several positive aspects of communication within the organization.

Clear and concise messaging was identified as a key strength by 52.6% of the respondents. This suggests that SOS Children's Village excels in delivering information in a manner that is easily understood, minimizing ambiguity and ensuring effective communication throughout the organization. Timely and consistent information dissemination was acknowledged by 49.1% of the participants, indicating that SOS Children's Village effectively provides information in a timely manner, enabling employees to stay informed and perform their roles effectively.

The recognition of an open and transparent communication culture as strength by 54.4% of respondents indicates that SOS Children's Village fosters an environment where employees feel comfortable expressing their thoughts, concerns, and ideas. This culture of openness and transparency promotes collaboration and trust within the organization.

The use of appropriate communication channels was considered a strength by the majority of respondents (68.4%). This highlights SOS Children's Village's effective utilization of various channels, such as email, team meetings, intranet platforms, and instant messaging tools. By selecting the right channels, the organization ensures that information reaches the intended recipients in a timely and efficient manner.

Effective feedback and two-way communication, although identified by a slightly lower percentage (35.1%), are still recognized as strengths. This suggests that SOS Children's Village values employee feedback, actively listens to their input, and engages in meaningful dialogue. This commitment to two-way communication promotes continuous improvement and employee engagement.

Which of the following challenges have you observed in intra-organizational communication at SOS Children's Villages? (Select all that apply)

56 responses

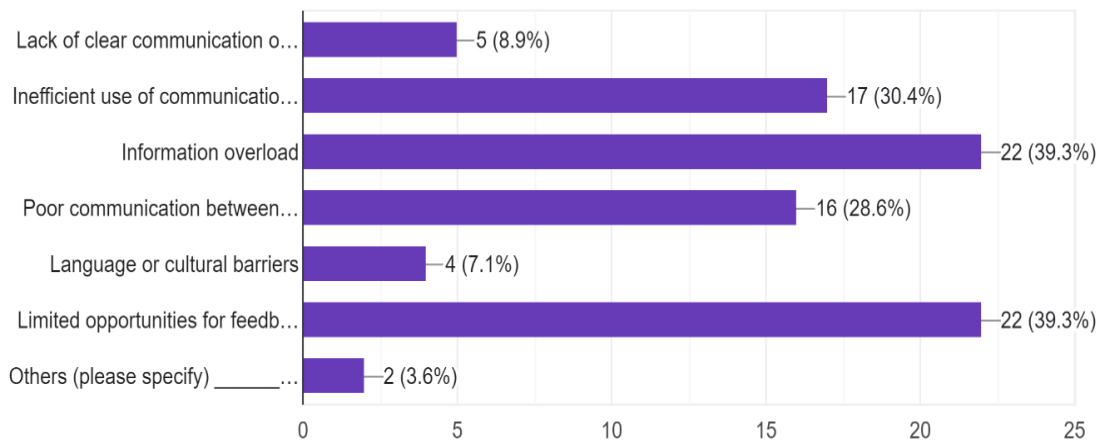


Figure 4.2: Respondents' Responses Regarding challenges of intra-organizational communication

As it is shown in figure 4.2, the data collected on the observed challenges in intra-organizational communication at SOS Children's Village provides valuable insights into the areas that require attention and improvement. Among the respondents, it was found that a lack of clear communication objectives was perceived as a challenge by 8.9% of participants. This suggests that there may be a need for more defined and communicated goals to guide communication efforts within the organization. Additionally, 30.4% of respondents identified inefficient use of communication channels as a challenge, indicating that there may be issues with the effective utilization of various channels for information dissemination. The data also revealed that 39.3% of participants felt overwhelmed by information overload, highlighting the need for strategies to manage and streamline the flow of information. Poor communication between departments was cited as a challenge by 28.6% of respondents, emphasizing the importance of fostering collaboration and effective cross-departmental communication. Language or cultural barriers were mentioned by 7.1% of participants, suggesting the need for strategies to bridge communication gaps in a diverse workforce. Lastly, limited opportunities for feedback were seen as a challenge by 39.3% of respondents, indicating the importance of creating channels for open and constructive feedback. Also, a person stated other challenges like not communicating the required data on time, and also, they stated that since SOS is an international NGO, there is some information all over the world and that overload information and some useful information went out without attention.

Which communication channels are commonly used for intra-organizational communication at SOS? (Select all that apply)

59 responses

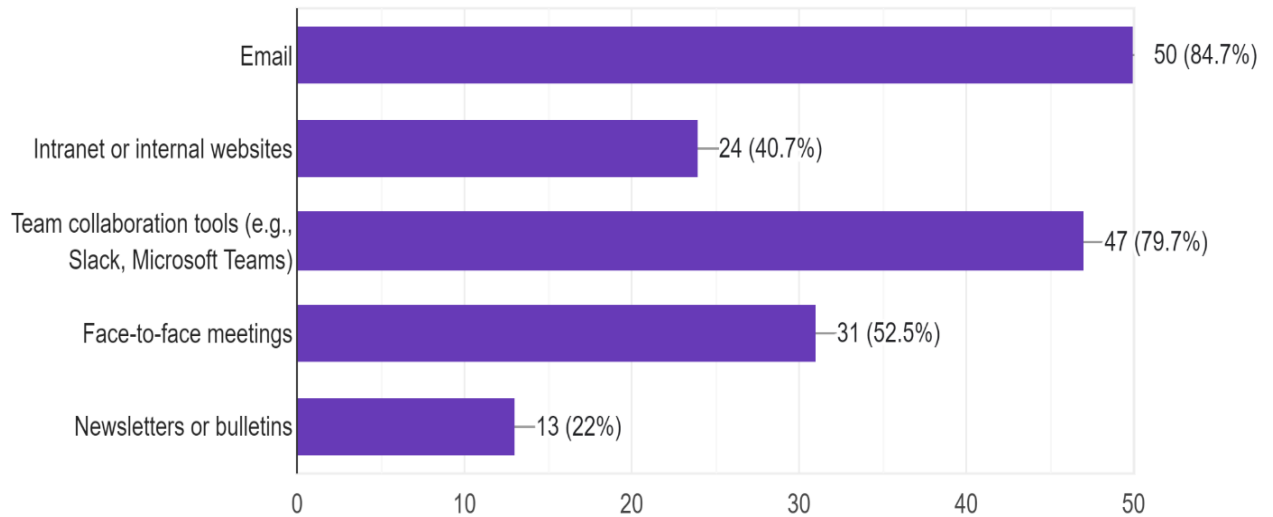


Figure 4.3: Respondents' Responses Regarding Channels of Intra-Organizational Communication

According to the data in figure 4.3, several communication channels are commonly used for intra-organizational communication at SOS Children's Village. The figure indicates that Email was selected by 84.7% of respondents as the most common channel used within the organization. This suggests that email plays a significant role in transmitting messages, updates, and important information among employees. Intranet or internal websites were chosen by 40.7% of participants, indicating that SOS Children's Village utilizes dedicated online platforms to facilitate communication and information sharing exclusively among employees. Team collaboration tools such as Slack or Microsoft Teams were selected by 79.7% of respondents. This highlights the organization's reliance on these platforms for real-time communication, file sharing, and collaborative work among team members. Face-to-face meetings were identified as a commonly used channel by 52.5% of respondents.

This underscores the importance of direct, in-person interactions for discussions, decision-making, and fostering meaningful relationships within the organization. Newsletters or bulletins were chosen by 22% of participants, suggesting that SOS Children's Village employs periodic publications to distribute important updates, organizational news, and announcements among its employees. Overall, the data demonstrates a diverse range of

communication channels employed by SOS Children's Village for intra-organizational communication.

How frequently are these communication channels used for intra-organizational communication?

59 responses

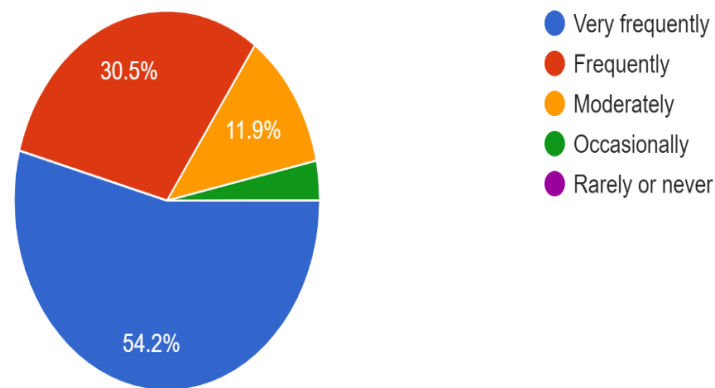


Figure 4. 4 Respondents' Responses Regarding frequency of using the channel

Figure 4.3 provides insights into the frequency at which different communication channels are used for intra-organizational communication at SOS Children's Village. The majority of respondents, 54.2% of the participants indicated that these communication channels are used very frequently. This suggests that a majority of employees rely heavily on these channels for regular and frequent communication within the organization. 30.5% of the respondents chose frequently as the frequency of usage for these communication channels. This indicates that a significant portion of employees utilize these channels on a regular basis, although not as frequently as the majority. 11.9% of participants selected moderately as the frequency of usage. This suggests that a smaller percentage of employees use these channels with a moderate level of frequency, indicating that they are utilized less often compared to the majority. 3.4% of the respondents indicated that these communication channels are used occasionally. This suggests that a minority of employees rely on these channels for communication, but not on a regular or frequent basis.

Overall, the data reveals that a substantial number of respondents use these communication channels very frequently, indicating their importance and reliance for intra-organizational communication at SOS Children's Village.

How accessible are the communication channels for employees at different levels and departments within SOS Children's Villages?

58 responses

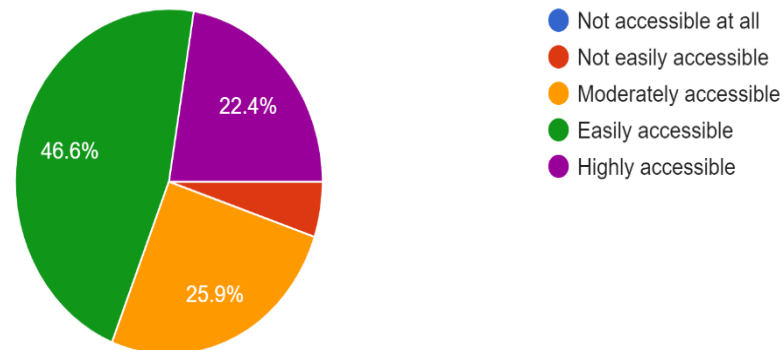


Figure 4.5: Respondents’ Responses Regarding Accessibility of the communication channels

According to the data presented in Figure 4.5, respondents provided insights into the accessibility of communication channels for employees at different levels and departments within SOS Children's Village. 22.4% of participants believe that the communication channels are highly accessible. This suggests that a portion of employees perceive these channels to be easily reachable and available for use across different levels and departments within the organization. 46.6% of the respondents indicated that the communication channels are easily accessible. This implies that a significant majority of employees find these channels readily available and convenient to use, regardless of their level or department. And 25.9% of participants selected moderately accessible as their perception of the channels' accessibility. This suggests that a substantial percentage of employees consider the accessibility of these channels to be moderate, indicating that there may be some room for improvement in terms of accessibility across the organization. The remaining 5.2% of respondents indicated that the communication channels are not easily accessible. This suggests that a small percentage of employees perceive these channels to be less accessible, potentially indicating challenges or limitations in accessing and utilizing them.

How would you rate the clarity and completeness of the information you receive?

59 responses

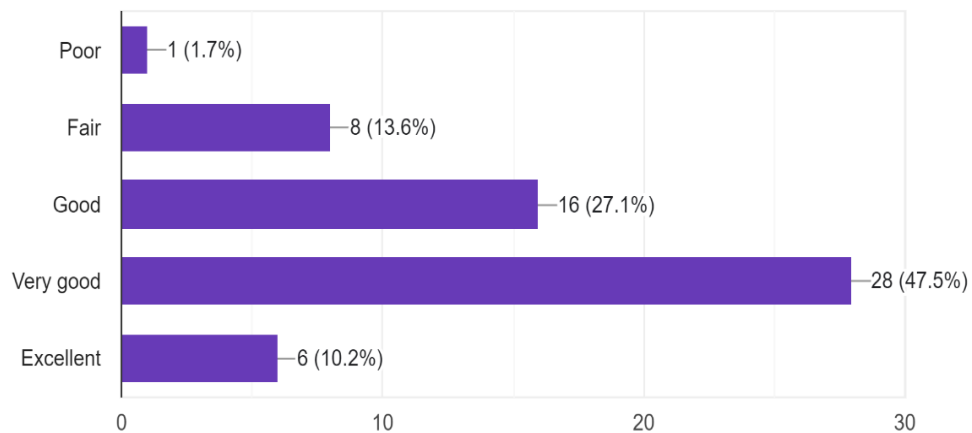


Figure 4.6: Respondents’ Responses Regarding clarity and completeness of information

As it is shown in figure 4.6, The data regarding the clarity and completeness of the information received by respondents indicates positive perceptions overall. Only 1.7% of participants rated the clarity and completeness of the information as poor. This suggests a very small minority who perceived significant issues with the quality and comprehensiveness of the information they receive. 13.6% of respondents considered the information to be fair in terms of clarity and completeness. This indicates that a modest percentage of participants felt that there were some areas for improvement or inconsistencies in the information provided. The data shows that 27.1% of participants rated the clarity and completeness of the information as good. This suggests that a significant portion of respondents found the information to be satisfactory in terms of clarity and comprehensiveness, indicating that the majority of information they received met their expectations. The largest percentage, comprising 47.5% of respondents, rated the information as very good in terms of clarity and completeness. This indicates a substantial majority who perceived the information they received as highly clear and comprehensive, meeting or exceeding their expectations. 10.2% of participants regarded the information as excellent in terms of clarity and completeness. This suggests a smaller but notable percentage who perceived the information to be of exceptional quality, providing a high level of clarity and comprehensive details.

Overall, the data reflects a generally positive assessment of the clarity and completeness of the information received by respondents at SOS Children's Village. The majority of participants rated the information as very good, indicating that it met or exceeded their

expectations. While there were smaller percentages of respondents who rated it as fair or good, suggesting room for improvement, the overall sentiment is positive, with a significant portion perceiving the information as excellent or very good. This indicates that SOS Children's Village has largely been successful in providing clear and comprehensive information to its employees.

Do you feel that you are informed about changes within the organization in a timely manner?

58 responses

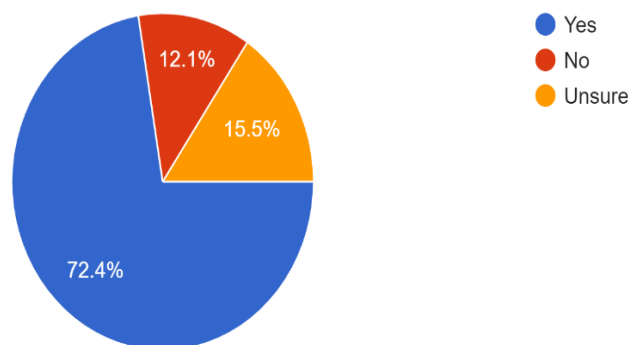


Figure 4.7: Respondents' Responses Regarding information distributed in timely manner

The data provided indicates the perceptions of respondents regarding the timeliness of being informed about changes within the organization. A majority of 72.4% of participants indicated that they feel informed about changes within the organization in a timely manner. This suggests that a significant proportion of respondents believe that they receive information about organizational changes promptly. 12.1% of respondents selected No, indicating that they do not feel adequately informed about changes within the organization in a timely manner. This suggests that a minority of participants feel that there are gaps or delays in receiving information about organizational changes. The remaining 15.5% of participants selected Unsure, indicating uncertainty about their level of awareness regarding changes within the organization. This suggests that a portion of respondents may lack clarity or have mixed perceptions about the timeliness of receiving information about organizational changes.

Overall, the data suggests that a majority of respondents feel informed about changes within the organization in a timely manner.

Figure 4.1 Respondents' Responses Regarding lack of communication channels

Are there any communication channels that you feel are lacking in your organization?

58 responses

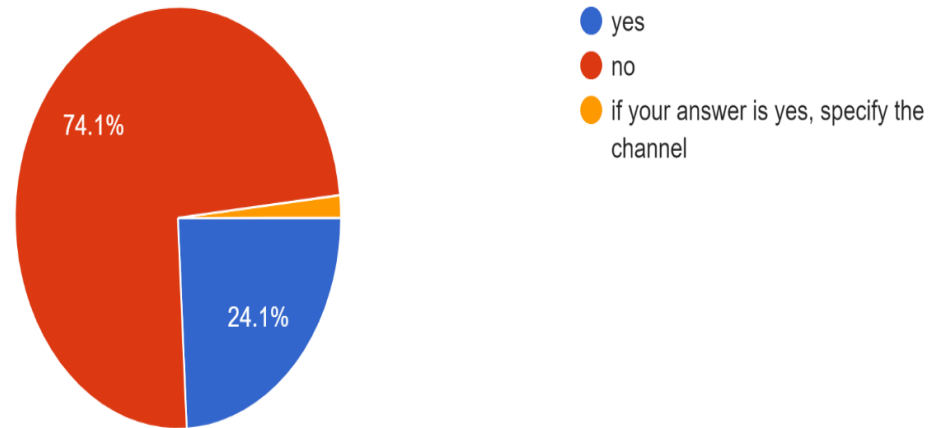


Figure 4.8: Respondents’ Responses Regarding lack of communication channels

Figure 4.8 indicated about the presence of any lacking communication channels within their organization. The majority of respondents, accounting for 74.1%, acknowledged the existence of communication channels that they felt were lacking. Some specific suggestions were mentioned, such as a minimal occurrence of face-to-face meetings and the desire for more face-to-face interactions. Additionally, the respondents suggested utilizing a national level newsletter to improve communication within the organization. Conversely, 24.1% of participants selected No, indicating that they did not perceive any lacking communication channels within their organization. This suggests that a significant minority of respondents were satisfied with the existing communication channels and did not identify any major gaps or deficiencies.

The data highlights that a substantial portion of respondents expressed a desire for more face-to-face meetings and the implementation of a national level newsletter as additional communication channels. These suggestions indicate a perceived need for more direct, personal interactions and a centralized means of disseminating information across the organization.

How often do you feel that misunderstandings or miscommunications occur within your organization?

58 responses

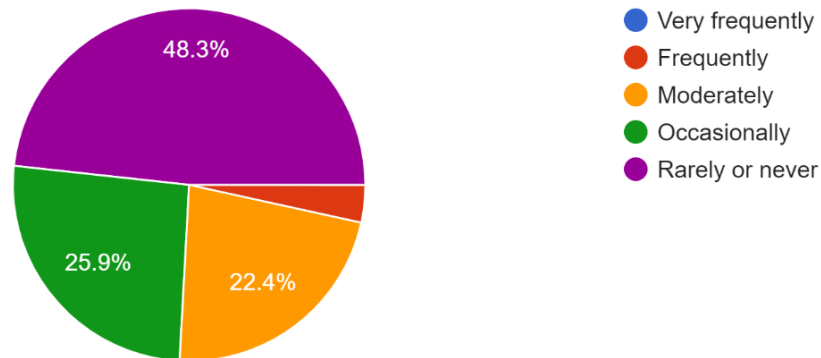


Figure 4.9: Respondents’ Responses Regarding misunderstanding in the organization

According to figure 4.9, respondents shared their perceptions regarding the frequency of misunderstandings or miscommunications within their organization. The largest percentage, comprising 48.3% of participants, reported that they feel misunderstandings occur rarely or never within the organization. This suggests that a significant portion of respondents perceive a generally clear and effective communication environment, with minimal occurrences of misunderstandings or miscommunications. 25.9% of respondents stated that they feel misunderstandings occur occasionally within the organization. This indicates that a moderate percentage of participants believe that there are occasional instances of miscommunication or misunderstandings, although these occurrences are not perceived as being overly frequent or disruptive. 22.4% of participants selected moderately, indicating that they feel misunderstandings occur to some extent within the organization. This suggests that a notable proportion of respondents perceive a moderate level of miscommunications or misunderstandings within the organizational communication processes. The smallest percentage, 3.4% of respondents, indicated that they feel misunderstandings occur frequently within the organization. This suggests that a minority of participants perceive a higher frequency of miscommunications or misunderstandings, which may have a more significant impact on their work interactions and outcomes.

Overall, the data indicates that a majority of respondents perceive the occurrence of misunderstandings or miscommunications within their organization to be rare or infrequent. However, there are still notable percentages who feel that misunderstandings occur

occasionally, moderately, or frequently. These findings highlight the importance of ongoing efforts to improve communication processes, clarity, and alignment within the organization to minimize misunderstandings and enhance overall communication effectiveness.

Overall, the data reveals that a significant portion of employees view the communication channels as easily accessible within SOS Children's Village.

Within the organization communication flows from the top downward:

59 responses

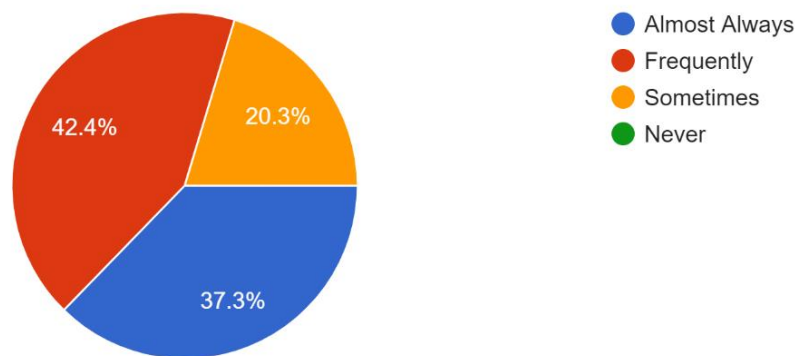


Figure 4. 10: Respondents' Responses Regarding information flow(Downward)

According to the data, communication within SOS Children's Village predominantly flows from the top downward within the organization. 37.3% of participants perceive that communication almost always flows from the top downward. This suggests that a significant proportion of employees consistently experience communication being initiated by higher-level individuals or management and cascading down to lower levels within the organization. Also 42.4% of respondents believe that communication frequently flows from the top downward. This indicates that a substantial majority of employees commonly observe communication starting at higher levels and being disseminated to lower levels in the organizational hierarchy. The rest 20.3% of participants selected sometimes as their perception of communication flow. This implies that a minority of employees experience communication from the top downward on an intermittent basis, indicating that there may be instances where communication follows a different direction or pattern within the organization.

Generally the data highlights a predominant pattern of communication flowing from the top downward within SOS Children's Village. The majority of employees perceive this top-down

communication as frequent or almost always occurring, indicating a hierarchical communication structure within the organization.

Within the organization communication flows from the bottom upward:

57 responses

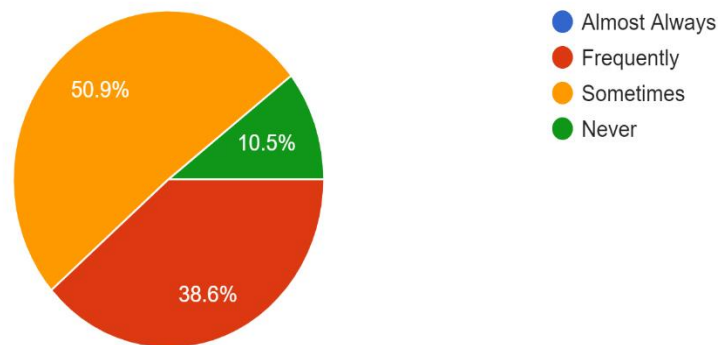


Figure 4.11: Respondents’ Responses Regarding information flow (Upward)

Figure 4.11 shows that communication within SOS Children's Villages also exhibits a flow from the bottom upward within the organization. As it is shown on the figure 38.6% of participants indicated that communication from the bottom upward occurs frequently. This suggests that a significant portion of employees commonly observe information and communication originating from lower levels of the organization and moving upward. The majority, comprising 50.9% of respondents, stated that the flow of information from the bottom upward is sometimes observed. This indicates that a substantial majority of employees experience instances where communication originates from lower levels and moves upward, although it may not be the predominant pattern. And 10.5% of participants selected never as their perception of the bottom-upward information flow. This suggests that a small percentage of employees rarely or never observe communication originating from lower levels and moving upward within the organization.

Overall, the data reveals that while communication from the top downward is the predominant flow within SOS Children's Village, there is also a notable presence of communication flowing from the bottom upward. A significant proportion of employees observe this bottom-upward communication flow frequently or sometimes, indicating a degree of two-way communication and information sharing within the organization.

How often does communication flow between colleagues (horizontal flow) of the same level?

59 responses

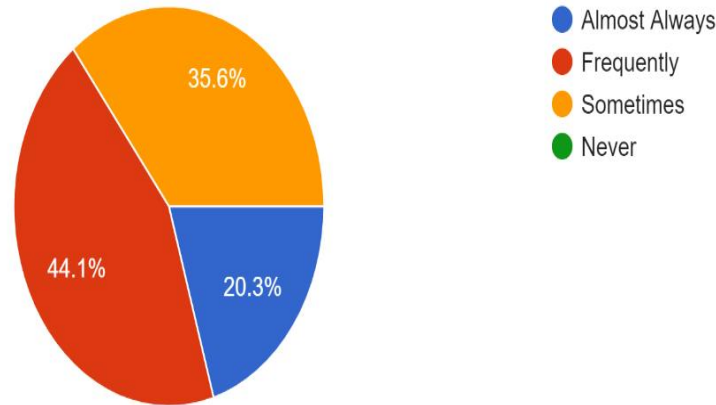


Figure 4.12: horizontal information flow

According to the data provided in figure 4.12, communication between colleagues of the same level within SOS Children's Village occurs frequently, with some variation in frequency. 20.3% of participants indicated that communication between colleagues of the same level almost always occurs. This suggests that a minority of employees consistently experience frequent communication among peers at the same level within the organization. The majority, comprising 44% of respondents, stated that communication between colleagues of the same level occurs frequently. This indicates that a significant proportion of employees commonly observe regular and frequent communication taking place among peers at the same hierarchical level. 35.6% of participants selected sometimes as their perception of communication frequency. This implies that a notable percentage of employees experience intermittent communication between colleagues of the same level, indicating that there may be variations in the frequency of such interactions within the organization.

The data demonstrates that communication between colleagues of the same level within SOS Children's Village is common and occurs with a certain degree of frequency. A significant proportion of employees observe frequent communication among peers at the same level, with a smaller percentage indicating that such communication occurs almost always.

How often is the effectiveness of intra-organizational communication practice evaluated at SOS Children's Villages?

56 responses

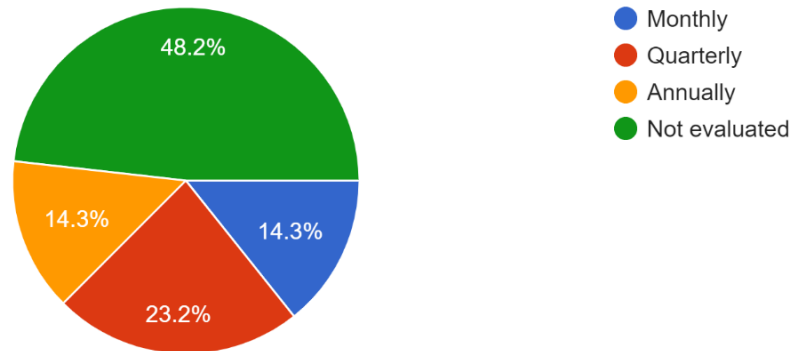


Figure 4.13: Respondents' Responses Regarding Effectiveness of the intra-organizational communication is evaluated

According to the data provided in figure 4.13, employee performance evaluation frequency within SOS Children's Village varies among respondents. 14.3% of participants indicated that employee performance evaluations occur on a monthly basis. This suggests that a minority of employees experience frequent and regular evaluations of their performance on a monthly cycle. 23.2% of respondents selected quarterly as the frequency of performance evaluations. This implies that a significant portion of employees undergo performance evaluations every three months, indicating a regular assessment of their work and progress. 14.3% of participants stated that employee performance evaluations occur once a year. This suggests that a minority of employees undergo evaluations on an annual basis, indicating a less frequent assessment of their performance. The majority of respondents, representing the highest percentage (48.2%), selected not evaluated. This implies that a significant proportion of employees do not undergo regular performance evaluations within the organization.

Overall, the data reveals a range of performance evaluation frequencies within SOS Children's Village. While a substantial portion of employees indicated monthly or quarterly evaluations, a minority undergo annual assessments.

On a scale of 1 to 5, how successful do you think the intra-organizational communication practice is at SOS in achieving its objectives?

58 responses

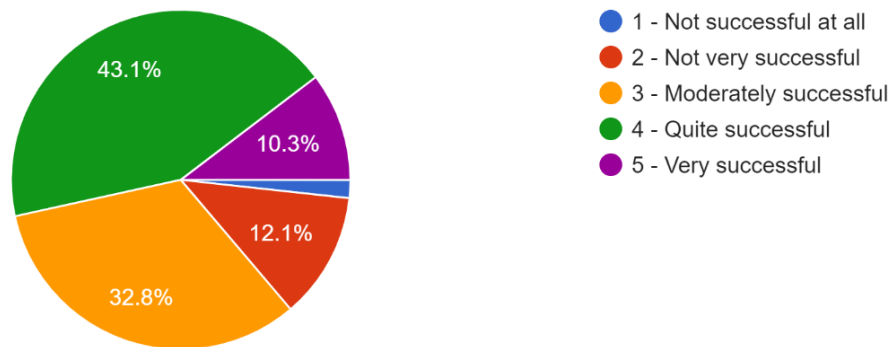


Figure 4.14: Respondents' Responses Regarding achieving communication practice objectives

The ratings provided by respondents regarding the success of intra-organizational communication practice at SOS Children's Village in achieving its objectives on a scale of 1 to 5 indicate a generally positive perception. A majority of 43.1% considered the communication practice quite successful, while 32.8% rated it as moderately successful. Additionally, 10.3% regarded it as very successful. However, there were smaller percentages of 12.1% and 1.7% who found it not very successful or not successful at all, respectively. Overall, the data suggests a predominantly positive view of the organization's intra-organizational communication practice, with room for improvement in certain areas.

4.3. Data presentation and analysis of Qualitative data

In-depth interview conducted with three communication officers who were asked to evaluate the intra-organizational communication of NGOs within SOS Children's Villages National Office. The purpose of this analysis is to gain a deeper understanding of the intra-organizational communication practices, challenges, and strengths within the organization.

4.3.1. The intra-organizational communication strengths and weaknesses

The communication officer mentioned that improved collaboration between departments is a significant strength of intra-organizational communication. Effective communication practices facilitate the sharing of key information and updates throughout the entire organization. This, in turn, leads to increased productivity and a more cohesive work

environment. Additionally, the officer emphasized that intra-organizational communication helps spread awareness on topics that concern the staff, ensuring that everyone is well-informed and engaged.

In response to the weaknesses mentioned by employees, The communication officer states *“Efforts have been made to address and improve these areas within the organization. Firstly, regarding information overload, strategies have been implemented to streamline and prioritize information sharing. This includes establishing clear guidelines for communication, such as determining appropriate channels for specific types of information and setting expectations for frequency and volume of communication.”* By providing clearer direction and structure, the aim is to reduce information overload and enhance the efficiency of communication.

Secondly, to address the inefficient use of communication channels, *“initiatives have been introduced to educate and train employees on the effective utilization of various communication platforms. This includes providing guidelines and best practices on how to leverage each channel's features and functionalities to optimize communication outcomes. By improving employees' understanding and proficiency in using communication channels, the organization aims to enhance efficiency and effectiveness in information exchange”*.

Lastly, recognizing the importance of feedback, mechanisms have been established to encourage and facilitate feedback from employees. This includes regular surveys, suggestion boxes, or dedicated feedback sessions where employees can openly express their views and provide input on communication processes and channels. By actively seeking and listening to employee feedback, the organization can identify areas for improvement and implement necessary changes to enhance intra-organizational communication. Assess the intra-organizational communication practice at the National Office of SOS Children’s Villages, Ethiopia.

communication.

As for the outcomes of these efforts, the communication officer would highlight that *“we are on ongoing and continuously evaluated. Initial feedback and observations indicate positive progress, such as a reduction in information overload, more focused and targeted communication, improved utilization of communication channels, and increased employee engagement through feedback mechanisms”*. However, the organization remains committed to continuously monitoring and adapting its communication strategies to ensure ongoing improvement and address any emerging challenges.

4.3.2. Communication channel

The organization primarily relies on digital communication channels for intra-organizational communication. This includes platforms like email, messaging tools, and possibly intranet systems like Yammer or SharePoint. Alongside digital channels, verbal and written communication methods are also utilized within the organization. This may involve face-to-face conversations, meetings, and written documents such as memos or reports.

“Digital communication is the official way of communicating internally (email, teams, SharePoint) but verbal and written communications are also conducted in the organization”

According to the experts, digital communication channels facilitate better information flow within the organization. These channels are easily accessible, enabling efficient communication and information sharing in all directions. They also minimize barriers, making it easier to reach the target audience and ensuring a smooth flow of information. The communication officer stated *“The online communication channel is very effective in facilitating the flow of information since it saves time and lets you reach the targets you aim for without many barriers”* Also he noted, *“I think there is a good communication flow in the organization because all co-workers have their email, and can use the organization’s communication platforms”*. Verbal and Written Communication: While not explicitly stated, it can be inferred that verbal and written communication continues to play a role within the organization. These channels may be effective for more immediate or detailed discussions, as well as formal documentation.

The experts highlighted a challenge related to insufficient training on platforms like Yammer and SharePoint. This indicates that employees may require additional support and guidance to effectively utilize these digital communication tools. Addressing this challenge through training programs or resources would contribute to improving communication effectiveness.

Overall, the data suggests that digital communication channels are considered effective within SOS Children's Villages. The ease of access and the absence of significant barriers contribute to better information flow and communication across the organization.

The experts stated that *“The digital communication channel is still not used to the fullest. It offers a wide range of tools and mediums in which the organization can effectively and efficiently communicate internally”*. and No specific communication channels are identified as needing improvement or introduction. However, the experts emphasize the importance of

using digital communication effectively and appropriately. This implies that continued focus on optimizing the use of existing digital channels is crucial for maintaining effective communication.

In summary, the data suggests that SOS Children's Villages predominantly rely on digital communication channels, with verbal and written communication also playing a role. The effectiveness of digital channels is attributed to easy access, better information flow, and minimal barriers. The primary improvement area identified is the need for training on specific platforms. Overall, there is a recognition that utilizing digital communication effectively is the best approach, indicating the importance of ongoing efforts to enhance digital communication practices within the organization.

4.3.3. Measurements of the effectiveness

Evaluating the effectiveness of our communication efforts is crucial for the organization to understand what is working well and identify areas that require improvement. Many employees stated that has not been measured and No indicator has been used.

"To address this concern, we are actively working on implementing mechanisms to measure and evaluate the effectiveness of our communication practices. This involve conducting surveys or feedback sessions specifically focused on communication, analyzing communication metrics and data, and seeking input from employees through various channels. I would like to highlight that a few years ago, we made an effort to evaluate employees' satisfaction with our communication practices through questionnaires and surveys. These initiatives provided valuable insights into employee perceptions and allowed us to identify areas for improvement. However, we acknowledge that it has been some time since we conducted such evaluations, and we understand the importance of regular measurement in ensuring ongoing improvement."

Measuring the effectiveness of intra-organizational communication practices, the aim is to gain insights into areas where we can enhance communication, identify potential gaps or challenges, and make informed decisions to improve the overall communication strategy."

"We want to assure our employees that evaluating communication effectiveness is a priority for us, and we are committed to implementing measurement mechanisms to monitor and assess our communication practices. We value their feedback and will use it to guide our efforts in improving communication within SOS Children's Villages. In the coming months,

we will be implementing these measurement mechanisms and actively seeking input from employees to ensure that we have a comprehensive understanding of the effectiveness of our intra-organizational communication practices. We believe that this will enable us to make data-driven improvements and create a more effective communication environment within our organization."

Overall, the communication officer acknowledges the importance of measuring the effectiveness of intra-organizational communication practices and assures employees that efforts are underway to implement measurement mechanisms. The officer highlights the organization's commitment to utilizing employee feedback to guide these efforts and emphasizes the aim of creating a more effective communication environment at SOS Children's Villages.

The descriptive analysis findings reveal a high level of employee satisfaction with intra-organizational communication at SOS Children's Villages. The communication practices are characterized by clear and concise messaging, timely distribution of directives and information, and a notable two-way communication flow. The organization has embraced digital communication channels, such as Outlook, Teams, and SharePoint, which align with the preferences of the current digital generation. However, face-to-face communication and training on digital platforms are identified as areas requiring attention. Notably, the recent introduction of a bi-annual national newsletter demonstrates an effort to enhance communication effectiveness. Additional recommendations for improvement include leveraging internal social media platforms for non-urgent information, utilizing print materials for awareness campaigns, conducting virtual meetings with recorded sessions for future reference, implementing email BCC to mitigate unnecessary email overload, establishing a digital platform for seamless file sharing, and producing internal communication materials for both digital and print formats. It is important to note, however, that the study highlights a significant gap in evaluating employee satisfaction and lacks an established evaluation framework or indicators. This calls for the implementation of a robust evaluation system to measure and enhance employee satisfaction in intra-organizational communication at SOS Children's Villages.

CHAPTER 5

DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

This chapter focuses on the findings, conclusions, and recommendations derived from the research conducted. The findings are presented, encompassing the key observations and discoveries made through the analysis of data. The conclusions draw overarching insights and implications from the findings, addressing the research objectives and highlighting their significance within the broader field. Additionally, recommendations are provided

5.1. Discussion of key findings

- strength and weakness of the intra-organizational communication in the organization
- Channels the organization used to communicate internally and their Accessibility
- Communication between different levels
- Effectiveness and Evaluation of intra-organizational communication of the organization

The strength and weakness of the intra-organizational communication in the organization

The main strength identified in the study was effective use of digital communication channels. The organization's emphasis on utilizing appropriate digital communication channels, such as Outlook, email, and Microsoft Teams collaboration tools. Given the international nature of SOS Children's Villages and the presence of multiple offices in Ethiopia, relying on digital channels enables efficient and immediate communication across distances. Detert and Burris (2016) emphasize the importance of leveraging digital communication tools in fostering collaboration and synergy within organizations. They argue that effective use of digital channels enables organizations to transcend geographical barriers and promote seamless communication among employees located in different regions. The advantages of digital communication, such as real-time information sharing, document collaboration, and remote collaboration, contribute to streamlined operations and enhanced productivity.

Another strength identified was open and transparent communication between departments. The presence of open and transparent communication between different departments within SOS Children's Villages fosters improved collaboration and synergy. This strength is

supported by the interview findings, indicating that employees perceive a positive impact on interdepartmental cooperation resulting from this open communication culture. When departments can openly share information, ideas, and perspectives, it paves the way for effective problem-solving, knowledge exchange, and a sense of shared purpose. Research has shown that open communication cultures contribute to higher levels of organizational performance and employee satisfaction (Detert& Burris, 2016).

Clear and concise messaging is also another strength that was identified during the data collection which is important since ambiguity and misunderstanding can occur during messaging in the flow of information. Clear and concise messaging reduces the risk of misinterpretation, minimizes confusion, and promotes a shared understanding among employees. Clear communication leads to higher levels of employee engagement, trust, and commitment (Witt, 2011).The timely distribution of information and directives is another notable strength within SOS Children's Villages. *“When information reaches employees promptly, they can stay informed, make informed decisions, and align their actions with organizational objectives.”* Timely communication ensures that employees have the necessary knowledge and resources to fulfill their roles effectively.

Weaknesses

The international nature of SOS Children's Villages results in information coming from various parts of the world. This can lead to information overload, where employees are overwhelmed with a high volume of messages, emails, and notifications. Information overload can hinder effective communication, as employees may struggle to prioritize and process the influx of information. This can result in important messages being missed or overlooked, leading to miscommunication, delays, and decreased productivity.

The study identifies limited opportunities for feedback as a weakness in SOS Children's Villages' communication practices. *When employees feel that their voices are not heard or that they lack avenues for providing input, it can lead to disengagement and reduced satisfaction.* Feedback is crucial for fostering a sense of involvement, empowerment, and continuous improvement within an organization. To address this weakness, SOS Children's Villages could establish structured feedback mechanisms, such as regular surveys, suggestion boxes, or open forums, to encourage employee input and create a culture that values feedback.

The study highlights poor communication between different departments as a weakness within SOS Children's Villages. Inadequate communication between departments can lead to

silos, duplication of efforts, and hindered collaboration. It can also result in delays, misunderstandings, and conflicts.

The study identifies an inefficient use of communication channels, particularly the lack of face-to-face meetings, as a weakness in SOS Children's Villages' communication practice. While digital channels offer convenience and efficiency, they may not always be the most suitable or effective means of communication, especially for building relationships and addressing complex issues. Face-to-face meetings provide opportunities for immediate feedback, non-verbal cues, and deeper discussions. Ignoring face-to-face meetings can hinder relationship-building, limit nuanced communication, and create a sense of disconnectedness.

Channels the organization used to communicate internally and their Accessibility

The quantitative data reveals the diverse range of communication channels employed by SOS Children's Villages for intra-organizational communication. Email emerges as the most commonly used channel, selected by 84.7% of respondents, followed by team collaboration tools such as Slack or Microsoft Teams, chosen by 79.7%. Face-to-face meetings, newsletters, and intranet or internal websites are also utilized, indicating a comprehensive approach to communication within the organization. Additionally, the accessibility of these communication channels varies among employees, with 46.6% finding them easily accessible and 22.4% considering them highly accessible.

The qualitative insights further emphasize the organization's reliance on digital communication channels, with experts highlighting their effectiveness in facilitating information flow and minimizing barriers. The communication officer notes the efficiency of online communication platforms, citing their ability to save time and reach target audiences without significant obstacles. However, challenges related to insufficient training on platforms like Yammer and SharePoint are identified, suggesting a need for additional support and guidance for employees.

Despite the effectiveness of digital communication channels, the experts acknowledge that they are not fully utilized, indicating potential for further optimization. No specific communication channels are identified as needing improvement or introduction; instead, the focus is on using digital communication effectively and appropriately. This underscores the importance of ongoing efforts to enhance digital communication practices within SOS Children's Villages.

Communication between different levels

The predominant pattern of communication observed in SOS Children's Village is characterized by a top-down flow of information. A significant proportion of participants perceive communication as primarily initiated by higher-level individuals or management and cascading down to lower levels within the organization. This hierarchical communication structure reflects traditional organizational hierarchies where directives and decisions originate from upper management and are disseminated to lower levels.

Despite the dominance of top-down communication, there is evidence of bottom-up communication within the organization. A notable percentage of employees report instances where information and communication originate from lower levels and move upward. This suggests a degree of two-way communication and information sharing, allowing employees at various levels to provide feedback, raise concerns, and contribute ideas. The existence of bottom-up communication indicates a level of openness and inclusivity within the organizational communication framework.

The findings on communication patterns have significant implications for organizational dynamics within SOS Children's Village. While top-down communication facilitates clear direction and decision-making, it may also create communication barriers and hinder employee engagement if not balanced with bottom-up communication channels. The presence of bottom-up communication suggests a more participatory approach to decision-making and problem-solving, which can enhance employee morale, commitment, and organizational effectiveness.

Organizations can leverage these findings to promote a more balanced communication environment that incorporates both top-down and bottom-up communication channels. Strategies such as open-door policies, regular feedback mechanisms, and employee participation in decision-making processes can facilitate two-way communication and empower employees to voice their opinions and ideas. By fostering a culture of open communication, organizations can improve employee engagement, collaboration, and organizational performance.

Effectiveness and evaluation

The organization demonstrates a diverse range of communication channels, with email, team collaboration tools, and face-to-face meetings being commonly utilized. This suggests a proactive approach to facilitating communication among employees, particularly considering

the international scope of SOS Children's Villages and the need for efficient communication across distances.

Communication officer noted, "The online communication channel is very effective in facilitating the flow of information since it saves time and lets you reach the targets you aim for without many barriers." This underscores the effectiveness of digital channels in fostering communication within the organization.

However, there are notable challenges identified in the frequency and consistency of performance evaluations. While some employees undergo monthly or quarterly assessments, a significant proportion does not undergo regular evaluations. This inconsistency in evaluation practices could potentially hinder employee development and performance management within the organization.

Moreover, while the majority of employees perceive the organization's communication practices as successful, there are smaller percentages who find them less effective. Communication officer emphasized, "The digital communication channel is still not used to the fullest. It offers a wide range of tools and mediums in which the organization can effectively and efficiently communicate internally." This indicates areas for improvement in utilizing digital communication tools effectively to enhance communication practices.

One significant challenge highlighted is the difficulty in effectively evaluating the effectiveness of communication practices. While past efforts have provided insights, there is a recognized need for ongoing evaluation to ensure continuous improvement. Communication officer stated, "We are actively working on implementing mechanisms to measure and evaluate the effectiveness of our communication practices." This demonstrates the organization's commitment to improving communication practices through systematic evaluation.

5.2. Conclusion

The current study examines the practice of intra-organizational communication at SOS Children's Villages, National Office. The research aims to assess and evaluate the effectiveness of communication within the organization. The study utilizes two research methodologies, a questionnaire and in-depth interviews, to gather data and insights. The questionnaire allows for a broader understanding of the communication practices among

employees, while the in-depth interviews provide a deeper exploration of specific aspects and nuances of intra-organizational communication.

The descriptive and the questionnaire analysis findings reveal most of the employees satisfied with intra-organizational communication at SOS Children's Villages. The communication practices are characterized by clear and concise messaging, timely distribution of directives and information, and a notable two-way communication flow. The organization has embraced digital communication channels, such as Outlook, Teams, and SharePoint, which align with the preferences of the current digital generation. However, face-to-face communication and training on digital platforms are identified as areas requiring attention.

Notably, recent efforts to improve communication efficacy are seen in the creation of a bi-annual national newsletter. Using internal social media platforms for non-urgent information, using print materials for awareness campaigns, holding virtual meetings with recorded sessions for later reference, implementing email BCC to reduce unnecessary email overload, creating a digital platform for easy file sharing, and creating internal communication materials for both digital and print formats are additional suggestions for improvement.

However, the study highlights a significant gap in evaluating employee satisfaction and lacks an established evaluation framework or indicators. This necessitates the introduction of a thorough evaluation system at SOS Children's Villages in order

In conclusion, this study investigated the intra-organizational communication practices within SOS Children's Villages Ethiopia, with a specific focus on examining the strengths and weaknesses of communication, communication channels, and information flow, and the effectiveness of intra-organizational communication. The findings shed light on important aspects of the organization's communication dynamics.

The strengths observed in the intra-organizational communication of SOS Children's Villages Ethiopia were the clear and concise distribution of information in a timely manner and the establishment of an open and transparent communication environment. These strengths contribute to efficient information sharing, which is crucial for organizational cohesion and effective decision-making processes.

However, the study also identified a gap in face-to-face communication within the organization. This gap suggests a potential area for improvement, as face-to-face interaction

plays a vital role in building relationships, fostering trust, and facilitating nuanced communication that may not be fully captured through digital channels.

The challenges identified in intra-organizational communication included information overload, poor communication between departments, and limited opportunities for feedback. These challenges hinder horizontal and upward information flow, which can impede collaboration and decision-making processes. Addressing these challenges requires implementing strategies to manage information overload, enhancing interdepartmental communication channels, and creating mechanisms to encourage and facilitate feedback exchange within the organization.

Furthermore, the study revealed that digital communication channels, such as Outlook, Teams, and SharePoint, were the predominant means of communication within SOS Children's Villages Ethiopia. While these digital platforms offer efficiency and convenience, it is important for the organization to strike a balance by recognizing the value of face-to-face interaction and integrating it as an essential component of their communication approach.

Lastly, an important finding was the lack of evaluation and indicators to assess the effectiveness of the organization's communication efforts. Implementing an evaluation framework that includes regular assessments of communication initiatives and incorporates feedback from employees can provide valuable insights for continuous improvement. This evaluation process enables the organization to identify areas requiring enhancement, align communication strategies with organizational goals, and ensure effective communication practices.

In conclusion, this study highlights the significance of effective intra-organizational communication within SOS Children's Villages Ethiopia. By addressing the identified gaps and challenges, such as the need to improve face-to-face communication, manage information overload, foster interdepartmental communication, and establish feedback mechanisms, the organization can create a more cohesive and effective communication environment. Moreover, implementing an evaluation system will facilitate ongoing assessment and improvement of communication practices, ultimately contributing to the achievement of organizational objectives and the enhancement of overall effectiveness.

5.3. Recommendation

Based on the findings of the study, the following recommendations can be made to enhance intra-organizational communication at SOS Children's Villages:

- **Implement more Face-to-Face Communication:** Since the study found that the organization mostly focus on digital channels and has a gap in face-to-face interaction. To bridge this, organize regular team meetings, town halls, or informal gatherings to foster personal connections among employees. By balancing digital and in-person communication, the organization can strengthen relationships and enhance collaboration.
- **Address Information Overload:** The study finds that the majority of employees face information overload, struggling to manage the sheer volume of information they receive. To address this challenge, it is recommended to implement strategies to mitigate information overload, such as prioritizing communication, setting clear expectations for communication frequency, and utilizing digital tools for targeted messaging.
- **Provide Digital Training:** The problem identified is that while the organization predominantly relies on digital communication channels, there's a gap in fully leveraging these tools effectively. Recognizing the digital nature of the current generation, it is essential to offer comprehensive training programs on the effective use of digital communication tools such as Outlook, Teams, and SharePoint. This will ensure that employees are proficient in leveraging these platforms for efficient and productive communication.
- **Evaluate Employee Satisfaction:** The study finds that despite the organization's efforts to foster effective communication, there remains a lack of insight into employee satisfaction regarding current communication practices. Establish a systematic evaluation process to measure employee satisfaction with intra-organizational communication. This can be done through periodic surveys, feedback sessions, or focus groups to gather insights and identify areas for improvement. The evaluation should include indicators such as clarity of information, timeliness of communication, and employee perception of communication effectiveness.
- **Promote Two-Way Communication:** The study reveals a prevalent perception among SOS Children's Villages employees of one-way communication, lacking

feedback opportunities. Many desire interactive channels for meaningful engagement. To address this, fostering open dialogue is crucial. Encourage leaders to listen actively, provide platforms for employee input, and conduct regular check-ins. This promotes inclusivity, collaboration, and empowers employees, enhancing organizational effectiveness.

- **Develop Communication Guidelines:** The study identifies a need for protocols to govern email usage, including guidelines on when to use BCC to avoid unnecessary email overload. To address this gap, the organization should establish clear guidelines for effective communication within the organization. This can include protocols for email usage, avoiding unnecessary email overload through the use of BCC, and promoting concise and clear messaging to ensure effective and efficient communication.

By implementing these recommendations, SOS Children's Villages can further enhance its intra-organizational communication practices, leading to improved collaboration, employee engagement, and overall organizational effectiveness.

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Appendix 1

Section 1: Demographic Information

1. Gender:

- Male
- Female
- Prefer not to say

2. Age:

- Under 20
- 20-30
- 31-40
- 41-50
- Over 50

3. Length of Employment/Volunteering at SOS Children's Villages:

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

Section 2: Assessing Strengths and Weaknesses of Intra-organizational Communication

1. On a scale of 1 to 5, how would you rate the overall effectiveness of intra-organizational communication at SOS CHILDREN'S VILLAGES?

- a) Very ineffective
- b) Ineffective
- c) Neutral
- d) Effective
- e) Very effective

2. Which of the following are key strengths of intra-organizational communication at SOS CHILDREN'S VILLAGES? (Select all that apply)

- a) Clear and concise messaging
- b) Timely and consistent information dissemination

- c) Open and transparent communication culture
- d) Use of appropriate communication channels
- e) Effective feedback and two-way communication
- f) Others (please specify) _____

3. Which of the following challenges have you observed in intra-organizational communication at SOS? (Select all that apply)

- a) Lack of clear communication objectives
 - b) Inefficient use of communication channels
 - c) Information overload
 - d) Poor communication between departments
 - e) Language or cultural barriers
 - f) Limited opportunities for feedback
- Others (please specify) _____

section 3: Communication Channels and Flow of Information

1. Which communication channels are commonly used for intra-organizational communication at SOS? (Select all that apply)

- a) Email
- b) Intranet or internal websites
- c) Team collaboration tools (e.g., Slack, Microsoft Teams)
- d) Face-to-face meetings
- e) Newsletters or bulletins
- f) Others (please specify) _____

2. How frequently are these communication channels used for intra-organizational communication?

- a) Very frequently
- b) Frequently
- c) Moderately

- d) Occasionally
- e) Rarely or never

3. On a scale of 1 to 5, how accessible are the communication channels for employees at different levels and departments within SOS?

- a) 1 - Not accessible at all
- b) 2 - Not easily accessible
- c) 3 - Moderately accessible
- d) 4 - Easily accessible
- e) 5 - Highly accessible

4. Within the organization communication flows from the top downward:

- a) Almost Always
- b) Frequently
- c) Sometimes
- d) Never

5. Within the organization communication flows from the bottom upward:

- a) Almost Always
- b) Frequently
- c) Sometimes
- d) Never

6. How often does communication flow between colleagues (horizontal flow) of the same level?

- a) Almost Always
- b) Frequently
- c) Sometimes
- d) Never

Section 4: Measuring Effectiveness of Intra-organizational Communication Practice

1. How often is the effectiveness of intra-organizational communication practice evaluated at SOS?

- a) Monthly
- b) Quarterly
- c) Annually
- d) Not evaluated

2. Which of the following metrics or indicators are used to measure the effectiveness of intra-organizational communication at SOS? (Select all that apply)

- a) Employee satisfaction surveys
- b) Employee engagement levels
- c) Response rates to internal communications
- d) Number of communication-related incidents or issues
- e) Others (please specify) _____

3. On a scale of 1 to 5, how successful do you think the intra-organizational communication practice is at SOS in achieving its objectives?

- a) 1 - Not successful at all
- b) 2 - Not very successful
- c) 3 - Moderately successful
- d) 4 - Quite successful
- e) 5 - Very successful

Questionnaire 4: Evaluating Communication Strategy used by the Internal Communication Department

1. How would you rate the effectiveness of the communication strategy used by the internal communication department at SOS?

- 7a) Poor
- b) Fair
- c) Good
- d) Very good
- e) Excellent

3. How would you rate the clarity and completeness of the information you receive?

- a) Poor
- b) Fair
- c) Good
- d) Very good

e) Excellent

4. Do you feel that you are informed about changes within the organization in a timely manner?

a) Yes

b) No

c) Unsure

6. Are there any communication channels that you feel are lacking in your organization?

a. yes

b. no

if your answer is yes, specify the channel

8. How often do you feel that misunderstandings or miscommunications occur within your organization?

a) Very frequently

b) Frequently

c) Moderately

d) Occasionally

e) Rarely or never

Appendix 2

In-depth interview questions

1. Assessing Strengths and Weaknesses of Intra-organizational Communication:

- a. In your opinion, what are the key strengths and weaknesses of intra-organizational communication at SOS CHILDREN'S VILLAGES?
- b. d. How do these weaknesses impact the overall effectiveness of communication within the organization?
- c. e. Have any efforts been made to address or improve the identified weaknesses? If yes, what were the outcomes?

2. Assessing Communication Channels and Flow of Information:

- a. Which communication channels are commonly used within SOS CHILDREN'S VILLAGES for intra-organizational communication?
- b. How do you assess the effectiveness of these communication channels in facilitating the flow of information within the organization?
- c. Are there any specific challenges or limitations associated with the use of these communication channels?
- d. How do different departments or levels of employees engage with and utilize these communication channels?
- e. Are there any communication channels that you believe need improvement or should be introduced? Why?

3. Measuring Effectiveness of Intra-organizational Communication Practice:

- a. How do you define and measure the effectiveness of intra-organizational communication at SOS CHILDREN'S VILLAGES?
- b. What key performance indicators or metrics do you use to evaluate the effectiveness of communication practices?
- c. Can you provide examples of successful communication practices that have positively impacted the organization?
- d. How do you gather feedback or assess employee satisfaction regarding intra-organizational communication?
- e. Have you observed any changes or improvements in the effectiveness of intra-organizational communication over time? If yes, what factors contributed to these changes?