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ADDIS ABABA UNIVERSITY
SCHOOL OF JOURNALISM AND COMMUNICATION

COMMUNICATION PRACTICE AND CHALLENGES OF MEGA PROJECTS: -
A CASE OF RIVER SIDE DEVELOPMENT IN ADDIS ABABA

BY TESHAYE GELETA

October 2023, Addis Ababa

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A CASE OF RIVER SIDE DEVELOPMENT IN ADDIS ABABA**

By Tesfaye Geleta

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Fulfilment of The Requirements for Master of Arts Degree in Broadcast Journalism**

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October 2023, Addis Ababa

ADDISABABA UNIVERSITY SCHOOL OF JOURNALISM AND COMMUNICATION

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A CASE OF RIVER SIDE DEVELOPMENT IN ADDIS ABABA, ETHIOPIA**

BY TEFAYE GELETA

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Declaration

This thesis is my original work, and all sources of data used in the study have been fully acknowledged. Additionally, the entire study document has also been checked for plagiarism using Turnitin's services and has passed all necessary inspections.

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Abstract

The objective of this research was to investigate communication practices and challenges within the City Government of Addis Ababa Mega Projects Construction Office, with a particular focus on the administrators, staff members, and residents of the development area. The research methodology employed a combination of qualitative and quantitative methods, involving 80 institute heads, directors, and personnel, as well as 25 residents of the development area who were selected as subjects. Data was generated through survey questionnaires and interview questions posed to the subjects. Statistical data, such as percentage and frequency distribution, were then used to analyze the collected information.

The results of the research indicated that only a small percentage (11.8%) of institution leaders had received communication-related training, resulting in poor communication and negative impacts on staff and organizational performance. Based on the survey results, there were communication challenges within the institute. About 37% of respondents disagreed or strongly disagreed with the planned methods to overcome communication challenges. Additionally, there was a significant number (35.7 %) of undecided staff responses about communication within the organization. The study identified miscommunication between leaders and staff as a contributing factor to communication problems that negatively impacted project processes. In effectiveness of organization public relation need to more organized and strengthen support from the general managers and unite with each activity of the projects and lack of transparency could result in mistrust and suspicion among the public, and vital information about development plans and decisions could be overlooked or misunderstood. As a result, the study recommended that training and guidelines be provided to ensure effective and efficient communication at all levels of the project. Furthermore, the study suggested that communication training programs should be implemented, along with modern and systematic communication approaches. Additionally, increasing awareness and participation, improving communication practices, building transparency and trust with the public, were identified as necessary steps towards creating a more inclusive and collaborative development process. Therefore, it is recommended that the management of the Mega project institute provide training and guidelines to ensure that communication is conducted effectively and efficiently at all levels of the project. Additionally, clear channels of communication and protocols for reporting and addressing issues that may arise during the project need to be established.

Keywords

- Access to information
- Communication challenges
- Communication network
- Communication practices
- Decision-making process
- Development area residents
- Development projects
- Effective communication
- Fear of displacement
- Inefficient communication network
- Integration of project construction safety
- Livelihoods
- Mistrust
- Previous research
- Public involvement
- Public opinion
- Public participation
- Spatial justice

CHAPTER ONE

1.1. INTRODUCTION

The Sustainable Development Goals explicitly acknowledge the importance of subnational governments in achieving the 2030 Agenda. One of the 17 SDGs, Global Goal number 11, seeks to "make cities and human settlements inclusive, safe, resilient, and sustainable." Global sustainable development requires urban sustainable development, particularly now that the majority of the human population lives in urban areas. The World Bank has highlighted the importance of effective urban management, as cities contribute significantly to global GDP. Managing urbanization well can have positive impacts on economic development.

The Ethiopian government Initiatives through the Ministry of Urban Development and Construction, has implemented programs such as the Ethiopia Urban Expansion Programme to manage urban growth and create room for cities to grow. Urban development in Ethiopia, particularly in cities like Addis Ababa, has led to the displacement of local communities and the expropriation of peri-urban agricultural land from farmers. This has resulted in social and economic disruptions for affected communities. (Talema, A. & Nigusie, W. 2023). However, Currently, various development projects are going on in different directions in Addis Ababa city. These projects have played a great contribution in socio, the socioeconomic development of the city. However, developing the urban center couldn't be effective without the flow of proper information & There should be a consensus among people of the development area and the City administration on their inclusiveness & the project's benefit for the public. To strengthen the urban development, the importance of communication is immeasurable. So, communication is an essential component of organizational success whether it is at the interpersonal, intergroup, intragroup, organizational, or external levels (Wertheim,2008).

As experience shows many projects run through the densely populated villages. Among many projects, the Riverside development of the Sheger Park project is not far from densely populated villages. There are mud and plastic homes where poor residents still dwell. As we have seen the last three decades people have been displaced from their village in the name of redevelopment without consensus. Concerning this issue, In the forum of the Rio 20+ meeting, Principle 9 emphasizes the importance of ensuring that every individual has access to environmental.

information and the opportunity to actively engage in decision-making processes.” (UNCSD 2012). Without allowing participation in decision-making processes, the implementation of the project becomes a problem for thousands because of fear of displacement, and loss of economic & social benefit of the area. “Communication creates a community, resulting in commitment with the organization, trust in the organization and its management and organizational identification will affect readiness for change (Elving,2005).

Thus, the city administration of Addis Ababa Mega Projects construction institution cannot exist without strong communication practices. Because if no communication, project effectiveness will be difficult, In the absence of information dissemination about the project, there will be no consensus with the public or residents in area. Again, the development should have access to information concerning the environment. According to McQuail (1983), communication or information constitutes the critical variable in the process of national development. Development of most nations is premised on the role communication plays or is allowed to play in spreading knowledge, gathering, and sharing of information.

Therefore, strengthening communication is vital for the awareness creation of residents on their environment. Through strengthened exchange of information, participation in any development makes things effective. Based on this perspective, the main purpose of this study was to analyze the practices and challenges of communication in the Addis Ababa Mega project construction of a riverside development of Sheger Park.

Mega Projects construction is important, through facilitating the creation of job opportunities, knowledge, and technological transformation. In this case, the Addis Ababa City Administration established a new Mega projects construction office to develop the capital city by allocating more than a 1-billion- birr budget for each project construction, for the betterment of the city and residents’ lives so far. (Addis Negarit Gazeta, 2020) However, in Addis Ababa MEGA Projects construction, institution administrative staff members and development area residents are usually heard complaining that there are some misunderstandings between the institute heads and development area residents. The Public Relations (PR) department of the institution is organized to support a process team that works with a specific number of personnel. The duties assigned to the team primarily come from the City Administration Communication Bureau, which can have an impact on the activities of the construction institute. Thus, Development area residents do not

get all the necessary information needed to involve in the redevelopment of their environment nor do they have the chance to participate. To ensure that the concerns of the public are taken into account during the decision-making process, particularly in the development of decision criteria and options, it is important to involve them. According to Afolabi (2004), many institutions today lack an efficient and effective communication network. As a result, the integration of project construction safety and public involvement is sometimes compromised. Therefore, the student researcher aims to examine the communication practices and challenges in the construction institutions of Addis Ababa City Administration's MEGA Projects.

1.2. Statement of The Problem

Communication plays a significant role in MEGA Projects construction. Effective communication plays a crucial role in various aspects of life and work in the good implementation of the project that enables success in attaining the goals and objectives of the development (Bucăța, & Rizescu,2017). However, the MEGA Projects Construction Office of the city needs to analyze their communication objectives, because Mega projects in Addis Ababa raise questions about spatial justice (Biruk,2020). One of these can be challenges of communication between Projects Construction, City Administrators, and Residents of the development site.

Many professionals have conducted research in the field of communication problems in development works. Among these researchers Ali, & Sonderling (2017)), are the researchers who in one or the other way, dealt with such studies and pointed to communication problems in Ethiopia. Again, at the end of a three-decade public revolution due to displacement, also rises as evidence of how the problem faced by the government may help for future consideration.

The access to information concerning development is poor for development area people. This makes the residents fear displacement and there is no trust built between the public and city administration. As Dagem (2020) stated in public opinion concerning city development most People say, “There is no value in just constructing buildings and developing green areas without due attention to livelihoods,” This and many other public compliances related to the environment/Development needs to be studied. Thus, the researcher believes that no study was conducted on practices and challenges of communication in MEGA Projects construction institution of Addis Ababa. Hence, the researcher consider that the problem is wide and has contributed as much as possible to the MEGA Projects of Addis Ababa’s City Administration.

1.3. Objectives of The Study

1.3.1 A general objective: - The primary aim or objective of this study is to analyze the practices and challenges of communication within the MEGA Projects Construction Institute of Addis Ababa City Administration.

1.3.2 The specific objectives: -

- To identify the practice of communication among administrators, their staff members, and residents of development areas.
- To identify the challenges/barriers of communication between residents and Project construction institute heads that affect their attitudes towards alleviating communication practice.
- To investigate the roles of PR & and institute heads in the communication processes.

1.4. Research Questions

In the context of administrators, staff members, residents, and project construction institute managers, these study questions seek to examine the present communication practices, impediments, and the roles of pertinent individuals.

1. What methods of communication are used by managers, their employees, and people living in development areas?
2. What are the obstacles to successful communication between project construction institute heads and inhabitants that influence their views on those methods?
3. What functions do PR (Public Relations) specialists and institution directors have in the interactions between inhabitants and project building organizations?

1.5. Significance of The Study

This study may contribute the following benefits: -It may help the general Managers and administrators to take timely measures to alleviate the current challenges of communication patterns in the institutions.

Second, it may raise awareness of development site village residents and MEGA Projects institute heads about the importance of an open system of communication. Thirdly, may help the Addis Ababa City administration to assign responsible and qualified institute heads in project Construction. The study aims to serve as a foundation for future extensive research in the field of communication, potentially benefiting other researchers and contributing to a deeper understanding of MEGA Projects construction authorities or offices. It may help for future communication and public relations work in my workplace study. And may support the development partners 'while they have a plan to help government development activities.

In addition, it has important implication, which Stakeholder participation and involvement in the Sheger Park project needs to be increased. Involving all relevant stakeholders in project planning, implementation and monitoring can improve communication efforts and ensure a common understanding of project goals, Clear goals and objectives for the project need to be defined and communicated effectively to all stakeholders.

This will help build alignment and provide metrics to measure success, transparency in communication is essential. Providing detailed information about project plans, progress and resource allocation can address concerns, foster trust, and engage stakeholders, Effective information sharing practices should be implemented, such as providing regular updates to stakeholders on project plans, performance data and progress. This can improve communication and build trust and Increased funding for the project may be required. The project team should explore options to supplement public funds, including engaging the private sector and international organizations.

1.6. Scope of The Study

The research project took place at a government institution in Addis Ababa, specifically targeting the Riverside Beautification Unit. This unit collaborates with the government to enhance the city's visual appeal. The main objective of the research was to gather valuable insights from city administration construction institution leaders, staff members, and residents living in the development area residents who are directly impacted by the ongoing urban development projects which includes the Gulalle, Arada, Bole, and Kirkos sub-cities.

The research primarily focused on exploring communication practices and addressing challenges within the spatial context of Addis Ababa, with a specific emphasis on the Riverside Beautification Unit. The sample size for the study comprised 105 participants, including both project personnel and residents.

1.7. Limitation of The Study

Lack of interest in development area residents being interviewed and office heads to fill the questionnaire. The researcher overcome the challenges of limited information, financial constraints, and time limitations in the study he has put in, the study solicited relevant results.

1.8. Organization of The Study

The research structured into five main sections. The first section will provide an introduction, which will include the background information, problem statement, objectives, significance, scope, and limitations of the study. Chapter two will focus on reviewing relevant literature, exploring key concepts and issues in communication, and establishing a theoretical framework. Chapter three will discuss the research design and methodology utilized in the study, as well as how the findings were presented, analyzed, and discussed will be presented in chapter four. Finally, chapter five will conclude the study, providing a concise summary of the findings, conclusions, and offering relevant recommendations.

CHAPTER TWO

2. REVIEW OF LITRATUER

This study's chapter covers the most important aspects of organizational communication. It covers the concept of communication, communication & Development, Media, and communication barriers and communication networks.

2.1. Communication, Media, and Development

The field of Media, Communication, and Development has undergone a transformation from previous concepts such as development communication or communication for development, which were also referred to by other terms like development support communication or, more recently, communication for development and social change. The concepts and definitions have varied with time and place. Communication and development refer to the relationship between effective communication practices and the overall progress and improvement of societies, organizations, and individuals. It involves using communication strategies, tools, and techniques to promote social, economic, and political development.

The goal is to foster positive change, empower communities, and enhance the well-being of individuals. By leveraging effective communication strategies and approaches, development efforts can be better planned, implemented, and evaluated. Communication plays a pivotal role in creating awareness, mobilizing resources, fostering collaboration, and empowering individuals and communities to actively participate in the development process.

Many authors have explained and defined communication in various ways. Among these authors are Kumar and Quebral (2011) each have their take on how to define this term. As a result, communication is defined and understood from the start. Aspects of two separate elements Communication and development. In this scenario, communication entails the use of various types of media in the context of development. Communication also refers to the comprehension or sharing of information to advance the process of development. Again Communication, as a process, significantly aids in making people understand their surroundings.

People need to be educated about the advantages of literacy, The strengthening of Messages sent via communication channels will have a positive impact on them, and the role of the media in this regard is critical. on the other hand, Communication for sustainable development encompasses social, environmental, and economic development planning, as well as equity concerns. The strategy for communication for the grass-roots approach should be used for sustainable development. As a result of which societies and local communities become more sustainable and flourishing. It should assist people in developing and restoring a sense of belonging to a local community in which people are respected and interested in collaborating for their development or toward a common goal or long-term development. Development implies change and this is one sense in which the term development is used; to describe the process of economic and social transformation within countries.

According to Lee (2021), the term "development" refers to the positive transformation of society. It can be about social or economic change for the sake of progress or improvement. Development is an essential procedure for acquiring long-term growth in a system's capability to adapt to new and ongoing changes to achieve progressive, political, economic, and social goals. Development is viewed as a process of change that must be established. in motion and directed toward the goal of eradicating the hunger, disease, injustice, exploitation, and other ills that affect people vast swaths of the global population.

In addition, Rogers'(1976) provided search results, it seems that the question is asking for a paraphrased definition of the participatory perspective in development, which views development as a process of social change that aims to bring about social and material progress, including greater equality, freedom, and other valued qualities by empowering the majority of people to have control over their environment.

Choudhury, (2011). Stated The concept of development communication encompasses the use of various types of media and communication channels to facilitate the sharing of information and experiences, with the goal of promoting societal progress and improvement. Development communication involves utilizing communication strategies to bring about positive changes in the lives of individuals and communities, both in terms of social and economic aspects.

By employing different forms of messages, development communication aims to influence people's behaviors and enhance their overall quality of life. Communication also enhances public participation. Participation and monitoring mechanisms may be situated in national efforts to improve public sector performance, increase transparency, and reduce corruption. A system of checks and balances, in which communication is one of the key elements, is designed to achieve accountability among and within various agencies of government, manage conflicts of interest in the public sector aims to disperse power, promote public participation, and prevent corrupt behavior through effective management and accountability systems (World Bank, 2006). Communication plays a crucial role in enhancing public participation and facilitating the implementation of monitoring mechanisms to improve public sector performance, transparency, and reduce corruption.

A system of checks and balances, which includes communication as a key element, is designed to foster accountability within government agencies, manage conflicts of interest, increase public participation, and prevent corrupt practices. Effective management in the public sector relies on these accountability systems (World Bank, 2006).

Development communication can be defined as the use of various forms of communication, such as interpersonal communication, mass media, community media, and digital technologies, to facilitate social and economic development. It involves the exchange of information, ideas, and knowledge to empower individuals, communities, and societies in addressing development challenges and achieving sustainable development goals.

Development communication focuses on promoting behavior change, raising awareness, fostering participation, and influencing policies and practices for positive social change (Melkote, 2015). Additionally, Communication for Development, as described by Quebral (1988), is the application of human communication as both an art and scientific discipline to facilitate the rapid transformation of a state and the objective is to uplift individuals from poverty to a state of vibrant economic expansion.

2.3. Media for Development

Media for development refers to the use of various forms of media, such as television, radio, print, and digital platforms, to promote and support social and economic development initiatives. It involves the strategic use of media tools and techniques to address development challenges, raise awareness, and facilitate positive change in communities and societies.

The concept of media for development recognizes that media can play a significant role in influencing attitudes, behaviors, and knowledge, thereby contributing to social transformation and development outcomes. Media for development refers to using different forms of media to support social and economic advancement. It involves strengthening the abilities of institutions and individuals in areas like freedom of expression, media diversity, and pluralism. Radsch, C. (2014). The goal of media development is to empower communities, bring about behavioral change, increase awareness, and facilitate dialogue and participation. UNESCO's World Trends in Freedom of Expression and Media Development series examines patterns in media freedom, pluralism, and journalist safety. Media development indicators (MDIs) offer a framework for evaluating media development, Scott, (2014) Suggested on media for development as the media plays an important role in development communication by disseminating knowledge, providing a forum for discussion of issues, teaching ideas and skills for a better life, and creating a base of consensus for the state's stability. The strategic use of the media as a tool for delivering positive change in individuals' knowledge, attitude, and practice in order to achieve development results. During this era, there was a notable sense of optimism regarding the positive impact of communication on development, aligning with a generally positive outlook on the prospects of rapid progress.

The 1950s and 1960s witnessed significant growth in media outlets, accompanied by an increase in literacy rates across many developing countries, resulting in a wider audience for print media.

According to Bell & Wright, (2004), suggests that information and communication play a crucial role in the early development of Third World countries. It also highlights the belief that mass media can improve people's lives by providing additional information resources and exposing them to learning opportunities. Furthermore, it mentions the significant roles assigned to news media or mass media in national development worldwide.

Watson (2003) Again stated that the role of the media is to play a part in helping society achieve its social objectives. It should perceive itself as a tool for advocating a fresh cause that empowers individuals to make informed choices and improve their quality of life. In addition, UNESCO has developed Media Development Indicators as a framework for evaluating media development, focusing on areas such as freedom of expression, pluralism, and diversity of the media. Donors and organizations often include support for media development as part of their broader efforts to promote economic and democratic development. The effectiveness of media development is evaluated through monitoring and evaluation efforts, and there is ongoing research and discussion on how to make media development more impactful.

It's important to note that media for development should be implemented in a culturally sensitive and contextually appropriate manner. It requires collaboration and partnerships between media organizations, development agencies, civil society, and local communities. By harnessing the power of media, media for development seeks to create positive social change and contribute to sustainable development goals.

UNESCO (2020) Media for development involves the strategic use of media and communication technologies to support social, economic, and political development. The concept is based on the belief that access to information, freedom of expression, and the ability to participate in decision-making processes are essential for creating inclusive and democratic societies. Media for development can take many forms, including traditional media such as community radio and television stations, as well as newer forms of media such as citizen journalism initiatives, digital literacy programs, media literacy education, advocacy campaigns using social media, and mobile phone-based services for health, education, and other areas.

Media for development can be used to address a wide range of issues, including poverty, health, education, gender equality, and human rights. By providing access to information, promoting dialogue and debate, and empowering individuals and communities to participate in decision-making processes, media for development can help to create more inclusive and democratic societies. Media for development also involves the development of media policies and regulations that support freedom of expression, pluralism, and diversity.

2.4. The Importance of Communication for Development

Hargie, (2016) explained that Effective communication plays a crucial role in boosting employee motivation by providing clear information about their tasks, performance, and ways to enhance their work if needed. Moreover, communication serves as a valuable source of information for organizational members, aiding the decision-making process by identifying and evaluating different options and courses of action.

Communication is instrumental in shaping an individual's attitude, as being well-informed tends to result in a more positive outlook compared to those who are less informed. Various means of communication such as organizational publications, meetings, and both written and spoken forms of communication contribute to this process of molding attitudes. (Morley, 2002). In addition, Communication also helps in socializing. In today's life the only presence of another individual fosters' communication. It is also said that one cannot survive without communication (Paul, 1991). As discussed earlier, communication also assists in controlling the process. It helps control organizational members' behaviors in various ways.

In an organization, employees are expected to adhere to principles, guidelines, and organizational policies while efficiently performing their job roles. Effective communication plays a vital role in controlling the functions of management. Communication serves as the foundation of institutions and enables the understanding of people, groups, and organizations. It facilitates the exchange of information between the organization and its environment, influencing the organization's structure, comprehensiveness, and scope. Effective communication is crucial for delegation of tasks, achievement of objectives, and implementation of discussions. Without structured communication, an organization would simply be a collection of individuals, resources, and finances (Linenburg and Ornstein, 1991). Silver (1987) also emphasizes the significance of communication and states that it is essential for an effective manager in any organization. It is a managerial skill that is a necessary foundation for effective leadership because it encompasses all management functions. No manager can do well without planning, organizing, and controlling.

A skilled communicator Managers can be evaluated based on their ability to Effective communication (Whetten and Cameron, 1995). Hence, Managers in any organization spent 70% to 80% of their time on communicating. Communication is an important means of coordinating the activities of institute heads, staff, and others in the institutional setting (Lunenburg and Ornstein, 1991). Communication, according to Barnard in Webb and Norton (1999), is one of the essential functions of any decision-making that connects a common purpose. Communication ability is essential for an individual manager.in the sense that he or she changes organizations and individual behavior by providing a path for information to flow throughout the organization and to the decision-making procedure. Similarly, among others, Evidence from research works suggests that managers' communication ability is significantly related to their performance because they spend more of their workday in activities such as meetings, conversations, and so on. Telephone calls aside from that, poor or ineffective communication bothers health.

Most of the time, both the institution and the individual manager are functioning properly. Poor communication has been identified as the root cause of many problems in the workplace. Organizations because it provides managers with information making decisions that cause dissatisfaction within the organization. Because of its purposes, communication among individuals and groups is generally vigorous to all. Many writers have expressed it in various ways, with little variation. However, the one is given by Hitt, Middlemist, and Mathis (1989).

One that is comprehensive. They claim that there are three categories into which the purposes of communication in any organization can be placed: those that express ideas, those that do not express ideas, and those that do not express any ideas at all. For effective and efficient communication, these objectives must be grasped and put into practice by the institutions' Mega initiatives in order to evoke action from the listener and promote other people's actions as a result. More than any other organization, construction depends on its communication system.

2.3. Practice and Challenges of Communication

Communication is practiced within organizations or other contexts, and the challenges that arise when trying to effectively communicate. This can include studying communication processes, strategies, and methods to improve communication outcomes, as well as identifying and addressing challenges such as miscommunication, information overload, or cultural barriers. Overall, the aim is to better understand how communication works in practice and to develop strategies for overcoming challenges to achieve effective communication.

Peter R. (2002) stated that Communication entails the exchange of both verbal and nonverbal messages. It consists of a sender, a receiver, and a communication channel. In the case of the process of sending messages, the clarity of what interferes with or distorts the message is frequently referred to as a barrier. Communication necessitates a thorough understanding of the sender's and receiver's behaviors, as well as any potential barriers. There are also difficulties in establishing the since this is the source of what is to be communicated as a requirement for program success. Often, communication (i.e., messages) comes from professionals or the government without involving the intended recipients. As a result, communication activities aimed at imparting knowledge, skills, and/or behavior change frequently fail to achieve their goals. The goal of behavior modification because the activities have no meaning for the beneficiaries. Communication practice refers to the act of implementing effective communication strategies and techniques to convey messages clearly and accurately. It involves actively listening, using clear and concise language, being mindful of non-verbal cues, providing feedback, and adapting communication styles to the needs of others. On the other hand, communication challenges are obstacles or barriers that can hinder effective communication. These challenges can arise from various factors such as cultural differences, language barriers, lack of clarity, misinterpretation, information overload, and technology-related issues. To overcome communication challenges, individuals and organizations need to identify and address these barriers. This may involve improving cultural sensitivity, enhancing language skills, promoting active listening, providing training and education, utilizing appropriate communication tools and technologies, and fostering a supportive and inclusive communication environment. By understanding communication practices and being aware of communication challenges, individuals and organizations can work towards improving their communication skills, fostering better relationships, and achieving successful outcomes.

2.3.1. Communication Barriers

There are several factors that can impede effective communication, including Various factors such as filtering, selective perception, information overload, emotional disconnection, reliance on unfamiliar or untrustworthy sources, workplace gossip, semantic barriers, gender differences, differences in interpretation between the sender and receiver, and biased language can all impact communication. (Alessandra, 1993). These barriers largely depend on the organization's structure, with complex structures involving multiple layers of management often causing communication breakdowns or distortions Information can get lost as it moves up the hierarchy, and formal structures can cause delays and rigidity. Poor instructions and high work pressure can also hinder communication.

Overcoming communication barriers requires strategies such as improving language skills, promoting cultural understanding, using clear and concise language, active listening, providing feedback, utilizing appropriate technology, and fostering a supportive and inclusive communication environment. However, communication is a complex task that is susceptible to interference and distortion, with only 50% of communicated information being retained by subordinates and 60% by managers (Koontz and O'Donnell, 1983). Oral communication can result in a loss of 30% of information in each communication procedure. As messages travel, they may be transformed, resulting in the recipient receiving something different from what was originally sent. Therefore, addressing communication barriers is crucial for improving communication effectiveness. Therefore, Organizational communication is not perfect due to numerous barriers. Throughout the procedure many factors obstruct a message's free flow to its destination when it is transmitted. The message may not reach its intended destination. Any factor that impedes the exchange of information between a Communications is hampered by the presence of a sender and a receiver (Stoner and Freeman, 1995 &1989). Barriers are elements that interfere with the receiver's reception. Comprehension of the intended meaning of the sender's message.

These challenges allow some of the message to be lost along the road, which causes some perplexity. There is a miscommunication of some kind between the sender and the recipient. categorized all potential barriers into four main groups: those resulting from organizational structure, those related to rank and position, those relating to language, and those resulting from opposition to change.

on the other hand, divided obstacles into three categories: those that are related to language, communicators, and those that result in communication. According to Gordon (1987), Quibble, Johnson, and Mott had problems with hearing, noise, and feedback, whereas Quibble, Johnson, and Mott did not. Semantics, jargon, disparities in hierarchical rank, and other factors are among them. without paying attention to what is being said,

2.3.2. Overcoming Barriers to Communication

Effective communication involves identifying and addressing obstacles that hinder communication between individuals or groups. These barriers can include misinterpretation, language barriers, cultural differences, physical disabilities, and more. By recognizing and addressing these barriers, individuals and organizations can improve their communication skills and promote better understanding. Identifying current communication challenges in an organization is the first step toward creating a smooth communication system. Once the barriers have been removed, suggestions can be made to remedy them. Communication barriers are multifaceted and interdependent, so using research-based methods to overcome them would be advantageous. It is necessary to identify the sources of major barriers and address them.

Active listening involves varying degrees of attachment to the speaker, and effective communication is hampered by several factors. There are numerous ways to overcome or avoid these challenges, and management scholars advise on a wide range of approaches depending on the situation. Naturally, there is no single best solution that can be used by all organizations. Each communication system must be studied so that appropriate corrective measures can be proposed. Regular inspections must be carried out to combat newly emerging problems. While communication issues are unavoidable, their impact can be reduced to a great extent. Effective communication is crucial for the success of any organization, and overcoming communication barriers is essential to ensure that information flows smoothly and accurately within the organization. proposed ways to improve the communication system. that different methods be used depending on the problem areas that were emphasized. As a result, we have various methods for resolving that significant communication problem. Improving communication necessitates a deliberate organizational development program. They recommend considering things like evaluating the communication's organizational design system against the researcher's previously suggested criteria. Personnel with good skills are chosen for information storage and retrieval systems. Create a training program to improve your communication skills. communication

abilities, as well as the development of mechanisms to aid the process such as personnel proximity, convenient locations for formal and informal meetings, and so on. Mechanical interactions, such as phones and computers, as well as committees to complete tasks and make decisions, you must use a system. Based on the aforementioned facts, numerous authors have identified key communication challenges that can enhance organizational communication systems. Griffiths (1979) has outlined ten points that both the sender and receiver should consider facilitating effective message exchange. These include taking comprehensive notes and providing detailed information in a chronological manner, seeking clarification and paraphrasing, differentiating between inference and deduction, speaking at a slower pace, simplifying the message, utilizing multiple communication channels, emphasizing key points, minimizing excessive linking of information, previewing, and reviewing.

According to Gordon (1987), creating a supportive communication climate, using nonverbal language productively, and using active listening techniques are the primary ways to improve communication accuracy. He further states that the leader, in attempting to foster a supportive environment Communication climate that is open and honest, respect and trust others, jointly collaborates in problem solving, and gives and asks for information. One of the most important methods of overcoming the barriers is the use of active listening methods. Listening is frequently interrupted by a variety of external and internal factors. Unnecessary noise and other things that divert the listener's attention limit his or her ability to listen effectiveness.

As a result, active listeners can attempt to overcome these impediments and because genuine communication necessitates paying close attention to the sender's message, occurs when people listen with understanding and see an idea or attitude from the other person's point of view (Rogers in Griffith, 1979). Another important method of overcoming communication barriers, according to Drucker (1979), is to understand the recipient's range of perception. We won't be able to communicate unless we first figure out what's going on. What the true communicator, the recipient, can see and why the point of View should not only be appropriate for the receiver's level of comprehension, but it must also be designed to entice him or her. This is usually required. Presentation method that is unique. Managers in Addis Ababa Mega projects construction Office Can be successful in overcoming communication barriers if they work hard to create an environment in which residents and city administration can work together.

Administrative staff members are free to share any ideas they have anyone in the, projects construction as long as the message is appropriate as well as timely. According to Wolf (1979), the best way to overcome communication barriers is to send messages through recognized organizational channels. He appears to have taken care to ensure that the message has been properly transmitted; please send it via a recognized channel. Unless there is a special authorization or an out-of-the-ordinary circumstance, organizational channels must be used.

We are compelled to do otherwise due to unforeseen circumstances. This increases the message's reach. It arrives at its destination on time and avoids getting lost along the way. Certo and Appelbaum (1986) emphasize the use of simple language and the transmission of simple messages to minimize communication. Messages that are complex or ambiguous are less effective. likely to be understood and accepted Heads and employees of training institutions Members must make every effort to make their messages as clear and simple as possible. possible. Not only must the message's content be simple. and clear, but also the language of transmission.

The concept of overcoming barriers to communication involves identifying and addressing obstacles that hinder effective communication between individuals or groups. These barriers can include factors such as misinterpretation, language barriers, cultural differences, physical disabilities, and more. By recognizing and addressing these barriers, individuals and organizations can improve their communication skills and promote better understanding. Strategies for overcoming communication barriers include active listening, clarification, using simple and clear language, considering non-verbal communication, showing empathy, providing feedback, avoiding assumptions or stereotypes, utilizing different communication channels, being culturally aware, and investing in training and development programs. It is important to note that communication barriers can vary in different contexts and addressing them requires understanding and adapting to specific situations.

2.4. Organizational Communication

As Mark Koschmann (2018) explains the traditional perspective emphasizes communication within organizations, while the alternative viewpoint regards communication as the foundation of organizations themselves. Communication goes beyond the mere transmission of messages between individuals; it shapes our social reality. A significant portion of our communication

involves exchanging straightforward information and taking action based on that information. However, there are instances when communication becomes more intricate, such as when addressing conflicts with close friends or family members. In these situations, there is a deeper level of complexity beyond simple information exchange. It involves a nuanced process of constructing meaning and navigating the rules established by the individuals involved. Organizational communication, according to Pace and Faules (1994), is a meaning-generation process of interaction that constitutes the organization. The definition implies senders and receivers implicitly by saying respectively, the display and interpretation. Communication within an organization is defined as the sending of messages through a deliberately designed group's formal and informal network that results in the construction of meaning and influences both individuals and groups.

(Hoy and Miskel, 1996). Organizational communication is analogous to the circulatory system of the human body (Fisher, 1981). The human body cannot exist without the proper functioning of the circulatory system and an adequate supply of oxygen. Without communication, the institute cannot function. When the communication system fails, the institutes cease to exist. As a foundation, as a result, the existence of an effective communication system is essential. The level of trust in institutions is critical to their survival. Examining organizational communication patterns, as a result, is a good way to identify factors that contribute to effective and ineffective management. For instance, research shows that effective managers, as opposed to ineffective managers, ineffective ones, tend to be more communicative and willing to listen and speak up, be more receptive to employees, prefer to ask rather than tell, and are willing to explain how things work. According to Alexander, (1989), many researchers have discovered that a high level of satisfaction is positively related to relevant organizational performance outcomes. These studies have also revealed the openness of superiors' communication channels and subordinates are associated with a high level of subordinate performance and contentment. Organizational communication serves various purposes, including providing decision-making information, fostering cooperation and action towards goals, and offering advice, modifications, and feedback. Over time, organizational communication has undergone significant changes, surpassing other aspects of organizational theory and practice in terms of transformation and fragmentation. In smaller companies before 1920, communication was primarily informal, but as organizations grew larger, formal top-down communication became a priority for managers. In today's organizations,

organizational communication has become more complex, diverse, and crucial for overall success and operation. Research focus has shifted from examining how organizational communication varies based on organizational type and structure to exploring how new communication technologies and capabilities can contribute to the development of innovative and efficient organizational forms and processes (Tucker et al., 1996; DeSanctis and Fulk, 1999).

2.5. Communication Networks

A communication network refers to the arrangement and movement of communication and information among individuals within a group. It encompasses the structure and flow of communication within the group. Many groups (for example, in a typical office) have a top-down hierarchical pattern in which members' direct communication to others at the same level or below but not above. Again, Communication networks refer to the patterns or systems that are established within an organization to facilitate the effective transmission of information. These networks determine how messages flow, who communicates with whom, and in which directions communication occurs. Communication networks can be formal or informal, depending on whether they are officially established by the organization or arise naturally through social interactions.

Communication networks are the patterns of contact that are created by the flow of messages among communicators through time and space. The concept of message should be understood here in its broadest sense to refer to data, information, knowledge, images, symbols, and any other symbolic forms that can move from one point in a network to another or can be cocreated by network members. These networks take many forms in contemporary organizations, including personal contact networks, flows of information within and between groups, strategic alliances among firms, and global network organizations, to name but a few.

This book offers a new multi theoretical, multilevel perspective that integrates the theoretical mechanisms that theorists and researchers have proposed to explain the creation, maintenance, dissolution, and re-creation of these diverse and complex intra- and interorganizational networks (Monge & Contractor, 2001). This focus provides an important new alternative to earlier reviews of empirical literature, organized on the basis of antecedents and outcomes (Monge & Eisenberg, 1987) or research themes within organizational behavior (Krackhardt & Brass, 1994). Although examining the emergence of communication networks is in itself an intellectually intriguing

enterprise, the inexorable dynamics of globalization provide an even more compelling impetus for communication researchers and practitioners (Held, McGrew, Goldblatt, & Perraton, In the context of organizations, communication networks are crucial for facilitating information sharing, collaboration, decision-making, and overall organizational effectiveness. They play a vital role in coordinating activities, disseminating information, and maintaining relationships within the organization. According to Lindsey (1974) effective communication is heavily reliant on a well-structured organization. Communication breakdown or distortion will occur if the structure is complex and involves several layers of management.

It is a well-known fact that each layer removes a small amount of information. "Communication gets distorted particularly as it goes up the hierarchy," writes Bennie (2018). Furthermore, information traveling through formal structure introduces rigidity and causes delays due to long communication lines. Similarly, a lack of instructions for further conveying information to subordinates, as well as heavy workloads at certain levels of authority, act as impediments to effective communication. On the other hand, Peter R. Monge and Noshir S. (2002) Communication networks are contact patterns formed by the flow of messages among communicators across time and space. The term "message" should be interpreted broadly here to refer to data, information, knowledge, and so on. Images, symbols, and any other symbolic forms that can be moved from one point to another in a network to another, or it can be created collaboratively by network members. These networks make use of Flows take many forms in modern organizations, including personal contact networks. Information sharing within and between groups, firm-to-firm strategic alliances, and global network organizations, to name a few examples.

The flow of According to Sigband (1982), the exchange of messages between two or more members of a group is known as the flow of communication. This flow refers to the movement of messages between individuals within the the constitutes a communication network. The flow direction is typically indicated by an arrow and simple lines indicating that communication is possible in both directions. According to Katz and Kahn (1978), the fewer the greater the number of communication links in a group, the greater the group's efficiency in task accomplishment as a result, the efficiency of communication systems can be increased. be measured by the number of communication links in a given network networks. As a result, there are centralized and decentralized types of networks.

2.5.1. Networks that are centralized

The concept of a network is a broad and versatile one that can be utilized to understand many phenomena in the world. In the context of organizational communication, network analysts often identify entities as people who belong to one or more organizations and have one or more communication relationships, such as "provides information to," "gets information from," "knows about," and "communicates with." Work groups, divisions, and entire organizations can also be used as a set of entities to explore a variety of relationships, such as "collaborates with," "subcontracts with," and "joint ventures with." Nonhuman agents such as knowledge repositories and avatars can also be considered as entities.

According to Vecchio (1988), the centralized network of all members is not interconnected. Some members serve as bridge builders. Wheel, chain, and 'Y' nets are three types of centralized networks. The wheel net, according to Stoner and Freeman (1989), has a key person in the center with whom all colleagues can communicate. In this case, the person in the center has access to all of the information in the system and is the most satisfied. However, others on the periphery who are unable to communicate directly with one another are dissatisfied. According to Gordon (1987), the 'Y' shaped network is the same as the wheel, except that the central member can communicate with the person through another person or member. He or she is unable to communicate directly to the last person and, as a result, the final member is unable to obtain the central position. Additionally, according to Girmay (1992), the chain should be classified as a centralized network because no direct connection can be made with the other members of the group. A person is only linked to one person and must communicate with others through that person.

2.5.2. Networks that are Decentralized

According to Vecchio (1988), there are two types of nets in a decentralized network: the circle and the whole channel. Every member of this category has an equal opportunity to communicate the circle network is a type of network. Characterized by decentralization because no one acts as a focal point of communication. Everyone is linked in both directions; he or she receives and sends. and transfer information from one to the other.

Subjects may be sending their messages to one or both of them everyone possesses the same level of fulfilment nobody is in the centre or on the outskirts; everyone is in the middle equal. According to Katz and Kahn (2001), in an all-channel network, every member is directly connected to another member. This means that everyone can communicate with one another. It is divided into two levels of hierarchy. These two levels of hierarchy are more adequate than three-level hierarchies and Members of decentralized networks are more satisfied than members of centralized networks, according to Vecchio (1988).

Each member of the decentralized network has an equal opportunity to participate. In the course of communication, whereas in a centralized network, Members differ in their ability to obtain and transmit information Communication. As a result, networks in organizations must be decentralized.

Messages are distorted when they pass from one person to another, especially when they pass through different levels of hierarchy. It is extremely It's difficult to imagine a message carrying and transmitting the same information. This means to everyone as they progress through the levels It is critical. to decentralise, to reduce message misinterpretation as well as dissatisfaction among residents and project staff members. However, when decentralized networks are creative and adaptive, they are more effective. It is necessary to think (Hanson, 1996).

2.6. Theoretical Framework

Theoretical framework is an essential aspect of any study involving research, as it provides the structure and frame for the research. This article discusses the Transaction Model of Communication and the Interactive Model of Communication as the theoretical framework for the research. The Transaction Model views communication as a process that generates social realities within social, relational, and cultural contexts. In contrast, the Interactive Model incorporates feedback, making communication a more interactive, two-way process.

These models provide a comprehensive understanding of the roles of participants and the complexity of communication encounters. As Creswell (2003) stated that a theoretical framework involves the presentation of a specific theory, such as systems theory or self-efficacy, and empirical and conceptual work about that theory. Merriam (2001) describes the theoretical framework as “the structure, the scaffolding, the frame of your study” According to Seite, (2011) communication is not a simple process of message transmission. Instead, it's a complicated situation.

A chain of interrelated interactions in which the Participants influence one another. Based on this perspective the student researcher tries to discuss the theoretical framework of this paper is the two-way communication model, that of Transaction Model of Communication and Interactive Model of Communication that emphasized how the communication process shows.

Transaction Model of Communication: - As the study of communication progressed, models (Barnlund,1970) expanded to account for more of the communication process. Many scholars view communication as more than a process that is used to carry on conversations and convey meaning. We do not send messages like computers, and we don't neatly alternate between the roles of sender and receiver as an interaction unfolds. We also can't consciously decide to stop communicating because communication is more than sending and receiving messages. The transaction model differs from the transmission and interaction models in significant ways, including the conceptualization of communication, the role of sender and receiver, and the role of context. The transaction model of communication describes communication as a process in which communicators generate social realities within social, relational, and cultural contexts.

In the context of the transaction model and the interactive model, communication can be both asymmetric and symmetric, depending on the specific circumstances and the dynamics between the sender and the receiver. However this communication theory asymmetric theory used in a hierarchical organization, communication between a manager and an employee which the manager having more authority and control over the communication process.

It is important to note that the transaction model and the interactive model are theoretical frameworks that can be applied to various communication contexts, and the nature of communication within these models can vary depending on the specific situation. In this model, we don't just communicate to exchange messages; we communicate to create relationships, form intercultural alliances, shape our self-concepts, and engage with others in dialogue to create communities.

The transaction model thus views communication as a powerful tool that shapes our realities beyond individual communication encounters. The interactive or interaction model of communication describes communication as a process in which participants alternate positions as sender and receiver and generate meaning by sending messages and receiving feedback within physical and psychological contexts.

The interactive model of communication goes beyond the linear, one-way process by incorporating feedback, making communication more interactive and two-way. Feedback involves responding to messages sent by others, such as a workplace trainer responding to a point raised during a discussion. This model also recognizes the complex roles of participants in a communication encounter, with two sender-receivers exchanging messages instead of just one sender, one message, and one receiver. In this model, participants alternate between the roles of sender and receiver to keep the communication encounter ongoing. While this alternation may seem deliberate, it often happens quickly and without conscious thought.

This is emphasized by Schramm (1997). On the other hand, the Transaction Model of communication differs from other models, such as the Transmission and Interaction Models. It highlights that communication is a powerful tool that goes beyond individual interactions, shaping our realities. This model considers both physical and psychological influences, providing a more comprehensive understanding of context. It views communication as a force that shapes our realities before and after specific interactions occur. And the Interactive The model of communication describes communication as a dynamic process where participants take turns assuming the roles of sender and receiver.

Through this exchange, meaning is created as messages are transmitted and received. messages. It recognizes the importance of feedback and context in enhancing communication. This model acknowledges that communication involves simultaneous sending and receiving of messages, including both verbal and nonverbal cues. It highlights the multi-layered feedback system and the exchange of messages between individuals during interpersonal interactions. Therefore, the two-way communication model considered as best serves the interest of the institution and residents.

CHAPTER THREE

3. RESEARCH DESIGN AND METHEDODOLOGY

3.1. Research Design

The goal of this research to look into the to explore the implementation of communication practices and the obstacles associated with it. a descriptive survey design was employed. This design was utilized to provide a detailed description of the communication implementation process. a population's characteristics by examining population samples directly and analysis of the issues that may have an impact on communication of MEGA Projects Construction Office.

According to Macomb's (2019) descriptive survey design helps to examining audiences' opinion on company's offering. In which the survey questions are then distributed to the audience in hopes of receiving their honest response.

3.2. Research Methods

The study utilized primary data sources. This means that data was collected from original sources as well as existing sources to gather comprehensive information for the research. Respondents (institute Heads, Vice Heads, Directors, and Staffs) provided in primary data. In addition, the interview questions form the residents of development area, Communication- related literature, and documents. The primary sources of data for this study were classified in to two.

The first were managers (institute Heads, Vice Heads, Directors or Dept. Heads, and Staffs). As administrators of the institution and other, one of the primary tasks is communication. The second group, also important as stakeholders, was residents of development area. They take part in the sending, receiving of messages and observation. It is believed that, data collection from both is necessary and extremely beneficial to the research.

3.3. Techniques of sampling

The selection of a suitable representative is a critical and pivotal stage in the research process. Therefore, Four Addis Ababa City Administration institutions, and from four sub cities Residents of development area respondents were chosen using Purposive Sampling and only residents affected are selected from communities and data was gathered from August 18, 2022, to September 5, 2022. In which all units of the target population have an equal chance of being selected during sampling.

The sample institution' heads, directorate & staff served as the primary data sources for this study. Because they were numerous, 90 various (top to down) institute heads and 30 Residents of development area were also chosen from each sample institution using selection method of proportional sampling.

3.4. Data Gathering Tools

3.4.1. Questionnaire

A questionnaire is a research instrument that consists of a series of questions designed to gather information from respondents. It is a commonly used method in social science research to collect data from a large number of people in a standardized way. The questionnaire can be administered in various forms, including paper and pencil, online, or through an interview. According to Fowler (2013), questionnaires are used to gather data on a wide range of topics, including attitudes, beliefs, behaviors, and demographics. The questions in a questionnaire can be open-ended or closed-ended and can be designed to measure various types of data, including nominal, ordinal, interval, and ratio data. Questionnaires are used in a variety of research settings, including academic research, market research, and public opinion polling. They are particularly useful when researchers need to gather data from a large and diverse group of people.

Questionnaires were created and used as a data collection tool; both open and closed ended items were included to allow for more information to be gathered for the After examining the fundamental inquiries and conducting a comprehensive literature review, a specific type of questionnaire was developed for two distinct groups of respondents: institute heads and directorate staff. This questionnaire was designed based on the core questions and insights gleaned from the existing literature.

3.4.2. Interviews

Interviews is a perspective regarding as situated and contextual requiring the researcher to ensure that relevant contexts are brought into focus so that the situated knowledge can be produced. Meaning and understanding are created in an interaction, which is effectively a co-production, involving the construction or reconstruction of knowledge. (Edwards, R., & Holland, J. (2013)

Interviews provide respondents with the opportunity to express information using their own language, making them valuable for acquiring in-depth insights and comprehending social

dynamics. (Esterberg, K. G. (2002) as My interviews helps to hear from respondents about what they think is considered as important about the topic at hand in the respondent's own words. As a result, the student researcher can expect that the respondents certified with various experience /skill in all the selected sub cities and forward the necessary information.

3.5. Data Collection Procedures

After conducting a thorough review of the existing literature on communication practices and challenges, the researcher gained insights into the current state of understanding in this area. The literature review helped establish the foundation for the study and informed the design and adaptation of the research questions. To gather data, a questionnaire was created based on the identified research questions. The researcher then visited selected institutions to explain the study's purpose and distribute the questionnaire to institute heads and selected staff members.

The second part of data collection involved obtaining the perspectives of residents in the development area. This was done through a combination of survey questionnaires and in-depth interviews. The interviews aimed to capture the actual experiences of residents related to communication practices and challenges. Data collection took place between August 18 and September 5, 2022. The use of survey questionnaires and interviews allowed for a comprehensive understanding of the communication practices and challenges faced by the City Government of Addis Ababa in their Mega Projects Construction Office.

3.6. Data Analysis

After collecting data via questionnaires and interviews tabulation was performed based on the responses expected from institute and residents. The items were divided into different tables based on the nature of the issues raised in the questionnaires, and each one was then analyzed and interpreted based on the highest percentage obtained. As a major technique in data analysis, both quantitative and qualitative methods were used.

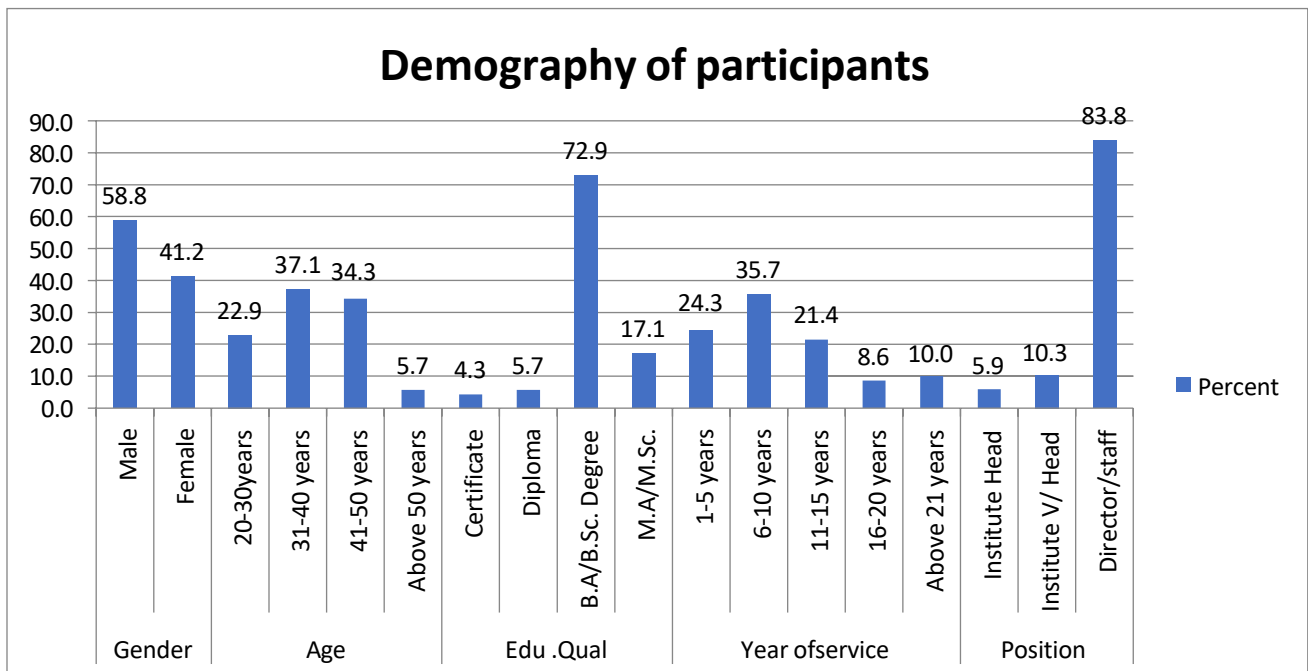
The data collected through questionnaires were analyzed quantitatively (using frequency and percentage) whereas the data collected through interviews were analyzed qualitatively. Finally, a conclusion was reached based on the major findings, and recommendations for addressing the identified challenges were forwarded.

CHAPTER FOUR

4. PRESENTATION OF ANALYSIS AND INTERPRETATION OF DATA

This chapter discusses the process of showcasing, examining, and making sense of data collected via questionnaires distributed to institute heads, Staff, and development partner, and interview for residents of development area. The chapter is divided into three sections. The first section addresses qualification, service, and position while the second section addresses analysis of the major finding under consideration. The third section the interview result analysis. In line with this, the information gathered from institute heads (including vice heads), all staff, and development partners analyzed and reported.

Figure 1 Demography of participants



4.1. Demography of the participants

The demography of the participants is shown in Figure 1, which indicates that the majority of the respondents (58.8%) were males, while the remaining 41.2% were females. The age range of the majority of the respondents (37.1%) fell between thirty and fifty years of age, indicating that most respondents were in their early to middle adulthood.

In terms of their educational qualifications, the analysis revealed that 72.9% of the institute respondents were first-degree holders, 17.1% held a second degree, and the smallest percentage of respondents held a diploma or certificate. Regarding the years of service, 35.7% of the respondents had 6-10 years of experience. Most of the respondents (83.8%) held staff and director positions, while 10.3% were vice heads and 5.9% were Institute Heads.

Based on the data presented in Figure 1 illustrates the demographic characteristics of the participants the majority of were male, in their early to middle adulthood, held first-degree qualifications, experience, and predominantly occupied staff and director positions within their institutes. The majority of the participants were male, in their early to middle adulthood, held first-degree qualifications, had 6-10 years of experience, and predominantly occupied staff and director positions. These findings provide valuable insights into the demographic composition of the participant group and may have implications for the interpretation of the study's results.

4.2. The Roles of communication in the institution

The question discusses how good communication is essential for the success and effectiveness of an organization. Effective communication can help with important management tasks, such as planning, organizing, leading, and managing. When communication is done well, it encourages clarity, collaboration, and accountability within the organization. This can bring people and teams together to work towards common goals. Established up on the questions about the role of by examining the pertinent literature, the researcher gained valuable insights into the role of communication, which in turn influenced the formulation of questions for the respondents. These participants were then asked to express their viewpoints on the purpose of communication,

specifically in terms of conveying their attitudes, ideas, and opinions to the relevant institution.as a result, 51.5% the respondents agreed with the idea.

Table 1The Roles of Communication

The Roles of Communication	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
One of the objectives of communication is to ensure satisfaction or create a positive experience. convey personal attitudes, ideas, and opinions to the relevant entity within an institution.	13.2 %	7.4 %	20.6 %	51.5	5.9 %
Effective communication plays a vital role in various contexts. It is recognized as a critical factor in achieving successful outcomes and maintaining positive relationships. everyday operations of institute heads.	2.9 %	17.4 %	29.0 %	31.9 %	18.8 %
The existence of ineffective communication undermines the efforts of residents in the development area and the institution as a whole.	10.1%	14.5%	27.5 %	39.1%	4.3%
In your institution, communication is regarded as the act of conveying messages with the aim of fostering shared comprehension and working towards a shared objective.	4.3%	20.3%	27.5%	39.1%	8.7%
Having a solid understanding of communication is just as crucial for institute heads as the skills of planning, organizing, and controlling.	5.8	14.5	21.7	36.2	21.7

The rest 20.6% of the respondents were Not concluded. On the second item respondent were asked to express their opinion on Communication is very essential for day-to-day activities of the institute heads 31.9% participants were agreed among institutions. Concerning the prevalence of weak communication thrashes the efforts of development area resident and the institution in general 39.1 percentage of participants responded as they were agreed.

The third question on communication is the process of transmitting message to create common understanding for common purpose 27.5% of participant Undecided. The fourth question regarding knowledge of communication is equally important as planning, organizing, and controlling for the institute heads 36.2%. agreed on the item.

Thus, Effective communication is essential for the success and effectiveness of an organization. The study highlights the importance of clear and effective communication within the organization, and a majority of respondents agreed that communication is essential for day-to-day activities for the institute heads. participants also responded that there is a prevalence of weak communication and further education, and training is needed to promote better communication habits.

By prioritizing effective communication, organizations can foster greater understanding, collaboration, and success in achieving their goals. However, there is a prevalence of weak communication, indicating the need for further education and training to improve communication habits. Prioritizing effective communication can lead to greater understanding, collaboration, and goal achievement within the organization.

4.3. Type of Formal Communication

the term used to describe conversations between coworkers who are at the same hierarchical level. This form of communication occurs between coworkers within the same department as well as those in different departments. When employees collaborate on projects, they use lateral communication to work together more efficiently. Good communication among team members can help achieve organizational goals more effectively.

Table 2 Type of Formal Communication

Type of Formal Communication	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Horizontal Communication/ Communication among department heads	24.3%	17.1%	32.9%	18.6%	7.1%
Downward Communication/ Communication from Institute heads to resident.	14.3%	22.9 %	28.6%	28.6 %	4.3%
Upward Communication/ Communication from staff to Institute heads /	5.7%	27.1%	35.7%	30.0%	1.4%
Diagonal Communication/ Communication between stake holders and administrative staffs/	11.4%	28.6%	30.0%	18.6%	10.0%

The institution's directorate and staff respondents, on the other hand, were undecided, accounting for 32.9% of the total. 18.6% of respondents agreed, while 24.3% strongly disagreed.

Respondents were asked to provide their opinions on downward communication/communication from institute heads to residents for the second item. Results at the top level for this question indicate that 28.6% of respondents agreed. Additionally, 28.6% of respondents were unsure, which showed that most respondents were unsure on what they should propose in response to the question.

Concerning Upward Communication/ Staff Communication to Institute Heads 35.7% of the participants at the institute were unsure of the answer to the question. 30.0% of the respondents were in the same situation. Anything that comes in the way of receiving and understanding messages that one sends to another to convey his ideas, thoughts, or any other kind of information may create communication challenges. These various challenges of communication block or interfere with the message that someone is trying to send.

The institution is one of those who has communication challenge in various ways of day to today activities. Among these challenges may Time limitation /pressure, Information overload, Lack of integrity, Lack of communication skill., Perceptual difference and Language of message. Considered as challenges. Therefore, it is crucial to invest in resources and training to improve communication skills and strategies and ensure that all employees have the tools they need to communicate effectively.

4.4. Actual Type of Communication Practiced in the institution

The question is about the different types of communication that occur in organizations. The type of communication used will vary depending on the situation, message, audience, and desired outcome. Effective communication policies and strategies are necessary to ensure that messages are conveyed accurately to all stakeholders. This relates to the information in Table 3. Formal, informal, and a blend of the two types are the three main categories for institutional communication. As it's known Institutions are able to effectively accomplish their goals because they are legally recognized entities and are able to use both modes of communication. In accordance with this notion, respondents were asked to express their opinions regarding the institution's preference for formal forms of communication.

Table 3 Actual Types of Communication

Actual Types of Communication	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Typically, the leaders of your institution predominantly employ formal modes of communication.	10.0%	20.0%	24.3 %	51.5%	8.6 %
residents of your development area mostly use formal types of communication	10.0%	32.9%	22.9%	28.6%	5.7%
The presence of both formal and informal communication methods is beneficial for fostering a conducive work environment within the institution, as they serve different purposes and cater to the diverse needs of individuals.	8.6%	11.4%	31.4 %	34.3%	14.3%
The predominant mode of communication utilized by the leaders in your institution is informal in nature.	8.7%	24.6%	34.8%	29.0%	2.9%
Informal types of communication are generally favored in creating a conducive work environment within the institution. .	12.9%	10.0%	22.9%	38.6%	14.3%

The findings show that 37.1% institute staff responded positively to the question. In addition, on both formal and informal communication 34.3% of respondent agreed as the two formal & informal communication used as channels for the institution. However, 38.6 % of the participant said that formal forms of communication predominated in the setting.

Respondents were questioned regarding the use of formal communication in the institution in the second item. According to both respondents, the institution did not frequently use informal communication. In the third item respondents were asked for their opinions on formal and informal types of communication whether the institution used both forms of communication.

Thus, out of the 80- institute respondent 34.3% provided affirmative responses. 31.4% of the respondent, on the other hand, said that the institution did not mix formal and informal forms of communication. In general, it can be Conclude from the answers to the questions in that there was no clearly defined and organized type of communication used in the institutions.

Based on the findings the use of formal and informal communication in the institution is not well-defined or organized. While 37.1% of the staff responded positively to the survey question, indicating a positive perception of the communication within the institution, the majority (38.6%) believed that formal forms of communication predominated.

Additionally, only 34.3% of respondents believed that both formal and informal communication were being used in the institution. These findings suggest that the institution does not have a clear and consistent approach to communication, which could impact workplace productivity and staff morale.

4.5. The Main Means of Communication used in the institution.

Table 4 of the respondents were asked if they preferred written communication or oral communication, and whether they were sure or unsure about their preferences. The results showed that a significant percentage of respondents preferred written communication and were unsure about oral communication. However, a good number of participants were also unsure about using both written and oral communication, while others agreed with it.

Table 4 the means of communication

The Means of Communication	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
The heads of your institution primarily employ both written and verbal forms of communication.	12.9%	15.7%	25.7%	38.6%	7.1%
The primary mode of communication utilized by the heads of your institution is through oral channels.	4.3%	14.5%	37.7%	34.8%	8.7%
Staff of the primary modes of communication employed by your organization encompass both written and spoken forms.	7.1%	15.7%	35.7 %	34.3%	7.1%
Development area resident mainly use oral channel of communication	10.1%	17.4%	39.1%	29.0%	4.3%

As a result, indicated that 38.6% of institute respondents who agreed with the use of both written and oral communication did so in writing. On the other hand, 25.7% of the respondents said they were unsure. Regarding the oral method of communication, 37.7% of respondents provided an Undecided response.

However, 34.8% of those who expressed their agreement in writing did so explicitly. 35.7% of participants gave an indecisive response to the question about using both written and oral communication, and the remaining 34.3% agreed with the answer. 39.1% remained unsure and 29.0% agreed on the last and last item. Consequently, it is difficult. Overall,

the results suggest that it can be challenging to determine which mode of communication to use in institutions. The results of the study on preferred modes of communication within institutions revealed a certain level of uncertainty and indecisiveness among respondents. While a significant percentage of participants preferred written communication, a good number were unsure about using oral communication. Furthermore, when asked about the use of both written and oral communication, many respondents provided indecisive responses.

The findings suggest that there is a need for a clearer understanding and consensus on which mode of communication to use in various situations. Institutions may benefit from providing more training and education on effective communication strategies and encouraging staff to be more proactive in expressing their communication preferences. Additionally, a review of current communication protocols and the implementation of new ones that facilitate communication efficiency and enhance productivity may be necessary.

It is essential for institutions to recognize that communication is a vital aspect of achieving their objectives. By addressing communication challenges, institutions can improve their overall functioning and promote a more positive and productive working environment. Hence, the results of this study highlight the need for institutions to prioritize communication efficiency and make concerted efforts to overcome communication challenges.

4.6. Presence of Communication Training

Communication training refers to the process of educating or coaching individuals or groups on how to effectively communicate information, ideas, or emotions to achieve a desired outcome. This type of training can be applied in various fields, such as healthcare, business, science, and emergency response, among others.

Table 5 presence of communication

Response on Presence of Communication Training	Response	Percent
Training received Staff	Yes	11.8
	No	88.2
Training received General manager & Deputy General Managers	Yes	10.2
	No	89.8

The aim of communication training is to enhance interpersonal skills, promote better relationships, and improve various aspects of communication, such as listening, verbal and nonverbal cues, and messaging. communication training, helps for challenging behavior is handled as a specific topic and participants will learn the various causes. of compliant behavior and practical ways to cope with such attitudes. In addition, communication training will also cover topics such as listening, motivation and positive influence.

Based on this perspective institute leaders are needed to have more institutional communication knowledge than staffs and residents. Because they have more experience and expected as they have day to day contact with their staff and stake holders of the project.

However, as finding of this paper of table 1 concerning Communication Training indicated that 89.8% of the respondent has no training on communication. In addition to presented response, 88.2% institute respondent answered on the question as they have no basic communication training. On the other hand, 11.8% and 10.2% of the respondent had received basic communication training. handling communication-related difficulties becomes the main area of challenge for institute.

Therefore, Communication training aims to improve interpersonal skills, relationships, listening, and messaging across various fields. It helps individuals or groups learn how to communicate effectively by dealing with challenging behavior via practical coping methods, motivation, and positive influence.

The lack of communication training among institute leaders and staff is a concern as indicated by survey results, with 89.8% of respondents having no communication training. Additionally, the survey highlights communication-related difficulties as a challenge for institute heads and staff, with negative perceptions towards discussing performance evaluations and institutional project matters.

4.7. Major Communication challenges in the institution

The question is about communication challenges in government organizations, which can differ depending on the specific situation and agency involved. Effective communication strategies can help address these challenges and improve relationships between government organizations and the public. This may include being transparent and involving the public more, using technology to improve communication channels, and ensuring clear and effective communication.

Table 6 Major Communication Challenges

Major Communication Challenges	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
communication barriers which create challenges between institute heads and resident	12.9%	18.6%	24.3%	24.3%	20.0%
Every stage of the communication process poses distinct obstacles when it comes to promoting effective communication within the institution.	13.0%	15.9%	20.3%	37.7%	13.0%
The institute heads lack a basic understanding of the background of the residents in the development area.	7.1%	22.9%	28.6 %	35.7%	5.7%
Within your institution, the effectiveness of communication decreases as the number of channels used increases.	11.6%	27.5%	36.2%	20.3%	4.3%
Openness and trust between institute heads and stakeholders are not necessary prerequisites for effective communication.	26.9%	32.8%	20.9%	11.9%	7.5%
The heads of the institution exhibit a lack of attentive listening when staff members communicate with them.	24.6%	20.3%	26.1%	20.3%	5.8%

Communication challenges in institutions are known to become more complex in the workplace. Table6 attempts to discuss these challenges. On the first item communication barriers which create

challenges between institute heads and resident 24.3% were undecided in the same condition 24.3% of institute respondent agreed on the question and 20.0 % of respondent were agree, the rest of them were 18.6% respondents disagreed that each required communication process had a part to play in the issues, such as miscommunication between institute heads and resident which has a negative impact on the project process.

On the second item of each stage of the communication process has its own contribution in creating communication challenges in the institution 37.7% were agreed and 20.3% of respondents were undecided and 15.9 % questioned participant were disagreed and the third the last questioned the institute heads do not have the rough understanding of the development area resident background 22.9 % institutes respondents were Disagree.

The more channels are used the less effective be the communication 36.2 % of the respondent of the institution were not yet come to a decision.in addition to question the respondent were asked to answer on openness and trust between institute heads and stake holders is not a precondition for effective communication 32.8 % of them disagree with the idea that questioned, 26.9% of the participant responded strongly disagree and the last question that presented to answer is institute heads do not listen carefully when staff members talk to them 26.1% of respondent Undecided, the other 24.6% of them Strongly Disagree and the lowest number of respondents of 20.3% were agree with the item that given to respond It is reasonable to conclude that both institution head directors and staff believed they made a substantial contribution to the communication issue.

There may need to be training or education on effective communication practices for both heads and staff members. By implementing these measures, the institution may be able to improve communication efficiency, reduce miscommunications and enhance overall productivity.

4.8. Skill & technical Challenges of Communication Shown in the institution.

The given table 7 presents responses to a survey on the Skill & technical Challenges of Communication Shown in the institution. Regarding time limitation/pressure, 31.4% of respondents agreed that it is a challenge, while only 14.3% disagreed. Approximately one-fifth of respondents were undecided.

Table 7 Skill & Technical Challenges of Communication

Skill & Technical Challenges of Communication Shown	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Time limitation /pressure	21.4%	14.3%	18.6%	31.4%	12.9%
Information overload.	2.9%	18.8%	23.2%	39.1%	13.0%
Lack of integrity	4.3%	23.2%	23.2%	36.2%	11.6%
Lack of communication skill.	10.1 %	20.3%	26.1%	30.4%	13.0%
Perceptual difference.	14.5%	15.9%	27.5%	24.6%	15.9%
Language of message	15.9%	15.9%	21.7%	27.5%	13.0%

For the challenge of information overload, the majority of respondents (39.1%) agreed that it is a challenge, while only 2.9% strongly disagreed. Again, approximately one-fifth of respondents were undecided on the matter. Respondents were divided in their perceptions of "lack of integrity" as a communication challenge, with 36.2% agreeing, while 23.2% disagreed. A smaller proportion of respondents (4.3%) strongly disagreed with this challenge. The challenge of "lack of communication skill" was seen as a challenge by 30.4% of respondents, while 20.3% disagreed.

Again, approximately one-fourth of respondents were undecided. On the topic of perceptual difference as a communication challenge, respondents were similarly divided, with 24.6% agreeing and 15.9% strongly agreeing, while 15.9% strongly disagreed and 27.5% were undecided. Finally, the language of the message was seen as a communication challenge by 27.5% of respondents, while 15.9% disagreed. Approximately one-fifth of respondents were undecided on this challenge. Overall, the survey results suggest that respondents perceive various communication challenges, including time pressure, information overload, lack of integrity, lack of communication skill, perceptual differences, and language barriers.

4.10. Alleviating Communication Challenges

The question was about how to improve communication in different situations. To do this, different strategies can be used, such as listening carefully, being clear and brief when speaking, building trust, and using the right tone and language. These strategies can help overcome common communication problems, like conflicts, misunderstandings, language differences and technical issues. The respondents were asked to explain how each step in the communication process can be used to solve communication problems.

Table 8 Alleviating Communication Challenges

Alleviating Communication Challenges	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Planned methods to oversee communication challenges	15.7%	14.3%	32.9%	25.7%	11.4%
Institute heads provide an opportunity for staff members to engage in discussions about their performance evaluations.	7.2%	36.2%	27.5%	20.3%	8.7%
Institute heads are accessible to all staff members and public to discuss institution projects matters.	10.0%	34.3%	24.3%	21.4%	10.0%
The meetings usually achieve their objectives.	5.8%	24.6%	36.2%	23.2%	10.1%
Institute heads utilize straightforward and appropriate language during communication.	4.3%	18.6%	40.0%	24.3%	12.9%
The meetings follow democratic procedures.	11.4%	17.1%	28.6%	27.1%	14.3%

Based on the perspective The given table presents responses to a survey on alleviating communication challenges in an institute. Regarding planned methods to oversee communication challenges, approximately 37% of the respondents either disagreed or strongly disagreed with the proposed methods, while only 37% agreed or strongly agreed. Regarding discussing performance evaluations with institute heads, the majority of respondents (43.4%) either disagreed or strongly disagreed with this measure, while only 28.9% agreed or strongly agreed.

Access to institute heads to discuss institutional projects matters was disagreed or strongly disagreed by around 44% of the respondents, while only around 31% agreed or strongly agreed. On the topic of meetings achieving their objectives, almost 31% of respondents were undecided, while just over 30% agreed or strongly agreed. Approximately 30% of the respondents either disagreed or strongly disagreed. Regarding the use of simple and acceptable words by institute heads in communication, almost 59% of respondents agreed or strongly agreed, while only 23% either disagreed or strongly disagreed.

On the topic of democratic meeting procedures, the responses were mixed, with around 42% agreeing or strongly agreeing, 28.6% undecided, and 28.5% disagreeing or strongly disagreeing. the survey results suggest that the institute may have some communication challenges to overcome. The planned methods to oversee communication challenges, discussing performance evaluations with institute heads, and access to institute heads to discuss institutional project matters were not perceived positively by the respondents, with an overall negative sentiment.

The majority of respondents agreed or strongly agreed about the use of simple and acceptable words in communication, whereas democratic meeting procedures received mixed responses. It is recommended that the institute explores ways to improve communication and meeting effectiveness, as these are important aspects of a healthy organizational culture. The survey conducted on an institute displays mixed results on the effectiveness of proposed methods to address communication challenges, discussing performance evaluations, and access to institute heads. However, the respondents did indicate agreement on the use of simple language in communication. The responses for democratic meeting procedures were mixed. The institute should focus on improving their communication and meeting procedures to create a healthy organizational culture.

4.10. Alleviating of technical & skill related Communication Challenges

The given table 9 presents responses to a survey on how to alleviate communication barriers. The majority of respondents disagreed (22.9%) or strongly disagreed (21.4%) with the idea of providing training in communication skills. Similarly, almost 44% of respondents either disagreed or strongly disagreed with the idea of providing such training. In terms of giving opportunities for feedback, the survey results show that approximately 47% of respondents agreed or strongly agreed with this measure, while about 30% were undecided on the matter. Regarding being an active listener, the respondents were split, with 28.6% agreeing and 15.7% strongly disagreeing, while almost one-third were undecided.

Table 9 Alleviating of technical & skill related Communication Challenges

Alleviating of technical & skill related Communication Challenges	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Providing training in communication skill	22.9%	21.4%	10.0%	21.4%	21.4%
Give opportunity for feedback	7.6%	22.7%	22.7%	27.3%	19.7%
Being active listener	15.7%	12.9%	30.0%	28.6%	12.9%
Give direct and clear messages.	7.2%	17.4%	17.4%	40.6%	16.2%
The administrators send messages on time.	14.7%	16.2%	26.5%	23.5%	19.1%
Using alternative methods of communication	5.7%	17.1%	25.7%	27.1%	20.0%

Giving direct and clear messages was seen as a good way to alleviate communication barriers by 40.6% of respondents, while only 7.2% strongly disagreed. Approximately 18% were either undecided or disagreed with this measure. Regarding timely messaging, just under 43% of the

respondents agreed or strongly agreed with this measure, while approximately 40% were undecided or disagreed with this measure. A majority of respondents (47.1%) agreed or strongly agreed with using alternative methods of communication to alleviate barriers, while only 5.7% strongly disagreed. Overall, the survey suggests that respondents perceive several ways to alleviate communication barriers, including providing training in communication skills, giving opportunities for feedback, being an active listener, giving direct and clear messages, timely messaging, and using alternative methods of communication. The survey data also shows a considerable degree of uncertainty or disagreement among the respondents on some of the proposed measures, highlighting the complexity of alleviating communication barriers. presents responses to a survey on how to alleviate communication barriers.

The majority of respondents disagreed (22.9%) or strongly disagreed (21.4%) with the idea of providing training in communication skills. Similarly, almost 44% of respondents either disagreed or strongly disagreed with the idea of providing such training.

In terms of giving opportunities for feedback, the survey results show that approximately 47% of respondents agreed or strongly agreed with this measure, while about 30% were undecided on the matter. Regarding being an active listener, the respondents were split, with 28.6% agreeing and 15.7% strongly disagreeing, while almost one-third were undecided. Giving direct and clear messages was seen as a good way to alleviate communication barriers by 40.6% of respondents, while only 7.2% strongly disagreed. Approximately 18% were either undecided or disagreed with this measure. Regarding timely messaging, just under 43% of the respondents agreed or strongly agreed with this measure, while approximately 40% were undecided or disagreed with this measure.

A majority of respondents (47.1%) agreed or strongly agreed with using alternative methods of communication to alleviate barriers, while only 5.7% strongly disagreed. In general, the survey results indicate that there are different ways to ease communication barriers according to the respondent's perception. These include several methods such as providing communication skills training, giving feedback opportunities, actively listening, delivering direct and straightforward messages, timely messaging, and exploring alternative communication methods. However, there is a significant level of disagreement or uncertainty among respondents regarding some proposed measures, which highlights the intricate nature of overcoming communication barriers.

4.11. Interview Responses

The researcher tried to investigate how the practice of communication between the city administration Mega projects Construction and the development area residents on the development projects of their environment. Then the interview question designed based on the objective of the study. Eight semi-structured interview question that lasted between 10 up to 15 minutes each were conducted as part of the qualitative portion of this study, among 30 Participants 25 of them were recruited from displaced residents, Community figure(older) who is part of the displaced, and youth who are living with their families and forced out from their residential area and women. the interview data collected for five days through face-to-face discussion with five individuals per day.

The interview aimed to discuss four important topics related to the project: what the participants knew about the project, the main problems faced at the start of the project, how people in the development area communicate with each other, and how they work to improve communication. The interviewer used a flexible approach, allowing the discussion to flow naturally, but sometimes the conversation switched between topics as interviewees talked about what they thought was important.

The interview responses were truthful and aligned with the general inductive framework, and the research issues of the study were addressed. To condense a large amount of raw text data into a summary, the researcher used the inductive approach, which respected the participants' personal views while also acknowledging the researcher's own interpretations. The interview findings were grouped into different themes, which were generated from the data.

Earlier Awareness

As most of the urban development researchers indicated that every development issues have to figure out with the participants or developing participatory. Among these the development area dwellers need to be part of a development participant and aware about their environments. awareness creation concerning social issues were effective and a great contribution for successfulness of activities and helping to get readiness of the public. This study attempted to find out how the development area residents' participation, awareness, involvement seems on the river side development. As most of the interviewee respond as they don't have any information concerning the development, no one discuss with them this and simply they were moved to another

place without any information, discussion with government bodies and resident whose cause to moved express their feeling about an event that happens.

We didn't have any conversation; however, we live along the riverbank close to Gregorios Church. Nobody came to talk to Us; only the emergency and disaster agency came and warned us to protect ourselves from the water. After some time, the neighborhood kebele administration called and asked Us to leave since your house is in ruins and your area is in need of improvement. He withheld the cause from Us. You'll get out of there either now or tomorrow.

This lack of awareness and communication among the stakeholders has raised concerns about the success of the project and calls for earlier awareness and involvement of the residents to ensure their participation and support.

Challenges Faced.

The government is working on various city development projects by facilitating the development area for the betterment of the city residents. While working this project, lack of interaction between residents and city administration makes conflicts, lack of transparency trust, conflicts and so many challenges may face, early dealing with the challenges that may face the public need to be solved. For better achievement of the project and protecting the residents of development area or facilitating better opportunities. Unless the problems of community increasing make them to difficulty. development area residents face challenges of social, economic, and cultural. According to the interviewees

We have concerns regarding the project's ShegerPark workplace. We were requested to leave our home during the conversation due to the urgency of the situation. The replacement employment offered to us is not practical. The first result is our disconnection from the community and the breakdown of communal life. Second, it was unfair to provide us replacement homes. The reason is that before we were forced to move into a shelter because the project was deemed to be extremely vital and Abiy was expected to arrive, we used to work from home in an area where my mothers' house had a yard now, we don't have money to build another house.

Therefore, early awareness and involvement of the residents, along with fair and transparent policies, are crucial to avoid conflicts and overcome economic and social challenges faced by residents during development projects.

Residents' Involvement

The involvement of the public in decision-making enriches the process by offering decision-makers a wider array of information, encompassing supplementary facts, values, and perspectives collected through public input. This enables decision-makers to make more informed and well-rounded decisions. Regarding this notion the researcher tries to investigate what seems the participation of the public while starting the development projects of their area. Participatory development is an important approach for people-oriented development that focuses on improving the quality of participation in local societies as a step toward self-reliant sustainable development and social justice. However, as a result, the respondents answered as they don't have any participation concerning the development of their environment. And express their feeling as its.

We have not heard from the city administration or the woreda administration regarding the river development work that was supposed to be done in our area, nor have they invited us to participate in any development work. The woreda usually calls us for charity work, but since this type of development is about to take place, we haven't heard of any issues where he has asked us what our thoughts are and how we can help. It would be nice if we were informed about development in our neighborhood as residents, but instead we were warned that the area is needed for development and that we should leave. If we have separately discussed the issue and given time for a suitable location.

The analysis highlights the importance of public participation in development projects to ensure better decisions and self-reliant sustainable development and social justice. However, the study found that respondents expressed their dissatisfaction with the lack of involvement and information from the city and Kebele administration regarding river development work in their area. The respondents stated that they were not invited to participate in any development work and were only asked to leave the area for development without consideration of their thoughts and input. The respondents suggested that it would be better if they were informed about the development in their neighborhood and given time to find a suitable location. Therefore, the study

suggests that involving the public in the decision-making process can enhance their participation in community development and ensure sustainable development and social justice.

Action Taken to Tackle Communication Barrier.

Communication is essential for any organization's success. Despite this, many organizations struggle to grow because they lack effective communication structures. This can lead to frequent the occurrence of miscommunications and breakdowns in the process necessitates management's attention and action. recognize the value of Organizations employ different strategies to enhance communication and address obstacles that hinder effective communication within their environment.

The kind of communication barriers in organization may depend on the day today activities, however, development projects activities need work to solve the problem that may a barrier between the stakeholders and the organization. Based on this perspective the projects construction office and development area residents taken action to solve the barrier. According to one of the interviewees the issue is as follows,

It is necessary to talk and discuss with us in order to overcome the communication barrier. If this does not happen, we do not expect him to try to solve the problems. There has been no effort made. This type of development work is required in our area at the very least. We would have communicated with the government and become a part of the development if there was a platform that would allow us to have a wide consultation that a replacement place of residence has been prepared for you in this location. "The government has not visited us and discussed with us to find a solution."

Therefore, the analysis suggests that organizations and management must prioritize communication and involve stakeholders in decision-making processes to ensure successful and effective development projects.

Communication Practice

Effective communication with stakeholders serves to help the organization understand those who will be affected by the project, how they will access and interpret information from the organization and allows the organization to ensure they are aware of the objectives and finer points of a project. As its described having well communication practice among the development stakeholders helps the effectiveness of the project that we plan to accomplish successfully through strengthen transparency and accuracy. Based on the perspective the study tries to be questioned what problem face the communication practice between organization and residents were indicated as the reason for the displacement of the residents. because of no discussion and clarity among city administration to local woreda leaders and come to agreement at every level, consistency and trust are essential. Concerning these issues most of the respondents were reacted their feeling as follows

“They arrived with the policemen and destroyed our house while we were away from the house.” We left the area as soon as we heard that our house was being torn down, and when we returned, we discovered the police to be armed and our house to be torn down. We were made to stand up, and neither a warning letter nor a report of a misplaced document on our property was in our possession. And it would have been beneficial if the aesthete I had talked and warned about in before. Even worse, they even made it impossible for us to obtain an ID after demolishing our home They informed us that our area needs a peacock park either this year or the following year. There are locals who live in private homes in the area who have not acquired money or land. There is a woreda home nearby as well, so there is no circumstance where 20 to 30 families have sought another place to live. There isn't any in-depth discussion We were abruptly instructed to vacate the premises, and we would have appreciated prior notification. Merely constructing buildings and improving green spaces without considering our livelihoods lacks significance, as it makes us feel as though we are being treated as adversaries.

In addition to these the residents of the area added. For instance, one respondent has to say the following.

“The government has not visited us and discussed with us to find a solution. We have been suffering to support our children’s students, as earlier public rumor village was once thought to be a location for a peacock park; thus, it was secretly claimed by the locals that it was necessary for development, but no one had any knowledge that it was required for the establishment of Sheger Park. Additionally, the area is abuzz with a lot of conflicting information, but neither the local kebele administration nor the development authorities have made any statements. Even worse, the district government arrived and tore down the house I had constructed. Due to this, I phoned the media and requested them to come visit my house before it was demolished and report back to me. Low- income tenants rented the demolished property, but when it was demolished, it produced problems for me and the residents. We were referred to as a land invasion when the demolition work was completed without providing any prior notice information, and it was forced to pour underground on us.”

As the perspective of the respondents indicated that no one actively listening to them. Being aware of about the public need perceptions about the project through asking questions, give opportunities for participation and involvement.

Strengthen Communication work Limitation, and Weakness.

a culture of mistrust that is fostered by poor communication can result in problems like low morale and restricted stakeholders’ involvement. It may also have effects outside of the organization, including bad customer relations. Working on communication effectiveness helps to achieve organizational works especially the project construction works. Hence the residents of the development area express their feeling as the government body need to make a discussion on development issues that related with their life before doing something and make a part of the solution help government projects effectiveness. Therefore, the interviewee group expressed as follows.

The citizens of the Kebele administration participate in humanitarian activities, yet they are unaware of the area's progress. They adopt a different viewpoint, failing to do so when it was necessary to comprehend the crisis facing youth and society. I am a young person. Mother, it would be best if you provided in advance information on the handicapped residents of the area, made arrangements in accordance with your capacity, and resided in the location until the job began. It should have been a development if you had told us in advance that you would be up at this hour. Because there is something called a plan in our life, but it is not appropriate to initiate it without prior preparation and planning. Like the residents of District 4, Keble 32, you call them to leave this time. We are saddened to come and demolish houses and take action without this being done. Because they started demolishing our house when everyone went to work and no one was at home, we felt that they have no respect for the residents. When this was done, we were at workplace. When we came, we found our house destroyed. When we asked why, the police arrested five of us. And we are very much opposed to the development of the community.

The place is meant for development. we want it to be developed, but when it is developed, it would be nice if it is done in a way that does not affect our rights, the community's rights, and the development plan of the government and the government body who act as the responsible for development activities and any governments. activities should be collaborated, discuss and make a common decision on common issues than pushing back the community. Managing in such way fill the gap between the administration and residents.

Regarding the Communication Practice, and its Challenges

Effective communication plays a crucial role in fostering accountability, especially in the context of development efforts involving multiple stakeholders. It is challenging to convey a comprehensive narrative without the involvement of partnerships. (Maxwell 2012) It will be more crucial than ever to communicate with audiences in both government and recipient nations to generate the required development issues. Residents and other stakeholders who care about eradicating poverty, protecting the environment, and making efficient use of resource and creating better environment is acceptable agenda while have making effective discussion with all concerned stakeholders.

In order to increase support on development issues, create public debate space for programs, and inclusive resources mobilize, good communication practice is essential. Public discourse is a crucial tool for maintaining commitment to eliminating poverty, especially in this time of economic crisis.

Therefore, facilitating the stage for creating better-informed residents and coming to consensus and increase the development effectiveness based on this perspective the development area residents express their opinion regarding communication practice and challenges were come from a local administrative.

"Before we got started as a development endeavor, there was no clear discussion. Asum has resisted the rise; it belongs to a man who owns a private residence in our neighborhood. Despite the fact that we are sad to leave our kebele home and the neighborhood we are familiar with. Our wife and I are one of a total of 12 families who call this place home. Although fertile land is required for development, the government agent who spoke to us was informed that we have not yet started that process. Please be patient with us as we complete the tasks at hand. To anticipate the coming of a body, we were told. Although there was still a chance of habitation, they are not need to pay attention."

According to the opinions of the locals, there are no explicit conversations or communication practices between the administration and the development area's people regarding what they will. To explain that while fertile land is necessary for the project, they have not yet started the process and so are asking for patience. The government official they spoke with mentioned the possibility of habitation, but it seems that they were not given much consideration. Overall, the speaker's statement highlights the importance of clear communication in development projects. Without it, misunderstandings and conflicts can arise, as seems to be the case with the resistance of Asum and the disregard for the families' current living situation. It also emphasizes the importance of considering the needs and perspectives of all stakeholders involved in a development project, particularly those who will be directly affected by it. need to accomplish in their environment.

As a result, it sets the stage for citizens to become more informed, reach consensus, and improve the efficiency of development. In general Lack of communication between the public and leaders regarding development can have a number of detrimental effects. The lack of transparency, which can breed mistrust and suspicion among the populace, is one of the main disadvantages. The public could feel excluded from the process and as if their opinions don't count if they aren't given accurate information about development plans and decisions.

The potential for misconceptions and misinterpretations is another problem brought on by the lack of communication. There is a chance that crucial information about growth may be overlooked or misunderstood when there is no discussion or communication between leaders and the public. Furthermore, it is challenging to recognize and solve possible issues when there is little communication concerning development. This lack of transparency could result in mistrust and suspicion among the public, and vital information about development plans and decisions could be overlooked or misunderstood. The analysis emphasizes the importance of clear communication among all stakeholders and highlights the need to consider the perspectives and needs of those who will be affected by the development project. By involving citizens in discussions, reaching consensus, and improving communication, development can be more effective and efficient in eradicating poverty, protecting the environment, and making efficient use of resources.

Therefore, the study focus on the evaluation of communication practices and Challenges at the Addis Ababa City Administration- projects construction office. And the objective of the study was raising the following research questions on identifying the practice of communication among administrators, their staff members and residents of development areas.

The study employed both qualitative and quantitative research methods were used to conduct the study. The study's subjects included 25 citizens of the developing area as well as 80 institute heads, directors, and personnel. As a result, the researcher talked with the respondents and utilized a questionnaire and interview guide to get information from Mega projects construction at the Institute of Addis Ababa City Administration. Further, to help the researcher obtain an understanding of the practices and difficulties of changing communication, information has been collected using the indicated data collection instruments and applied descriptive statistics such as frequency distribution, mean values and percentages and used the inductive approach which

provides a useful and exploratory approach to analyzing qualitative data on the interview guide and has come out the following findings.

The gender differences in the sample population were comparable to one another. 58.8% of the population was male. There were found to be 41.2% female responses from the staff. With regard to the respondents' age distribution, the majority of institute head respondents were 37.1% discovered to be older than thirty years age.

First-degree graduates made up the bulk of responders among institution 72.9 % and 17.1 % second degree holder. the rest diploma and certificate educational qualification were smallest percentage of the respondents.

Only 11.8% of respondents who were institution leaders reported having taken communication-related training. This could indicate the lack of emphasis on the importance of communication skills in leadership positions, which may lead to poor communication and negative impacts on staff and organizational performance. The lack of communication-related training for leaders could also result in misunderstandings and conflict within the organization.

the findings highlight the importance of prioritizing effective communication in organizations. By investing in resources and training to improve communication skills and strategies, organizations can foster greater understanding, collaboration, and success in achieving their goals.

According to the survey results, there were communication challenges within the institute. About 37% of respondents disagreed or strongly disagreed with the planned methods to overcome communication challenges. In discussing performance evaluations with the institute heads, the majority of respondents (43.4%) were against the measure, while only 28.9% agreed or strongly agreed. About 44% of respondents were against access to institute heads to discuss institutional projects, while only around 31% agreed or strongly agreed. Approximately 31% of respondents were undecided on whether meetings achieved their objectives, while slightly over 30% agreed or strongly agreed. About 30% of respondents either disagreed or strongly disagreed. The majority of respondents (almost 59%) agreed or strongly agreed on the use of simple and acceptable words by institute heads in communication, while only 23% either disagreed or strongly disagreed. Regarding democratic meeting procedures, around 42% agreed or strongly agreed, 28.6% were undecided, and 28.5% disagreed or strongly disagreed. In conclusion, the institute needs to work

on improving communication and meeting procedures to create a positive work environment, as suggested by the survey results. The survey results also suggested that there was uncertainty among respondents about the effectiveness of using multiple communication channels, with 36.2% of respondents remaining undecided. In addition, there was disagreement that openness and trust between institute heads and stakeholders is not a precondition for effective communication, with 32.8% disagreeing and 26.9% strongly disagreeing. Finally, there was broad agreement among respondents that institute heads should listen carefully when staff members talk to them, with only 20.3% of respondents indicating disagreement. Overall, the results suggest that there are communication challenges within the institution, and that both staff and institution head directors recognize that they have a role to play in addressing these challenges. Further work is needed to develop effective strategies to enhance communication and collaboration between staff and institution head directors to improve their effectiveness in addressing challenges and driving successful project outcomes.

Based on the results presented that there is some uncertainty among institute respondents regarding the use of both written and oral communication. While 38.6% of respondents who agreed with the use of both methods did so in writing, a significant proportion (25.7%) indicated that they were unsure. Similarly, with regards to the oral method of communication, almost 38% of respondents provided an Undecided response. Overall, the fact that a significant proportion of respondents remain undecided or unsure suggests that there may be a need for further education or training on the use of different communication methods in a professional setting. In order to maximize their effectiveness, it may be important for individuals to have a clear understanding of the advantages and limitations of different communication methods, and to be able to choose the most appropriate method for a given situation.

The results of the study suggest that 51.5% of the respondents agreed with the idea that communication is meant to transmit one's attitudes, ideas, and opinions to the concerned body of the institution. 20.6% respondents were undecided. Regarding the importance of communication for day-to-day activities of the institute heads, 31.9% of participants agreed among institutions. The prevalence of weak communication, which can hinder the efforts of development area residents and the institution in general, was agreed upon by 39.1% of respondents. On the third question, which was about communication being a process of transmitting messages to create.

common understanding for a common purpose, 27.5% of participants were undecided. The fourth question was regarding the knowledge of communication being equally important as planning, organizing, and controlling for the institute heads. 36.2% of the participants agreed with the statement. Based on these findings, it can be concluded that the majority of respondents have a reasonable level of understanding of the function of communication in institutions.

The results of the study indicate that a significant proportion of respondents were undecided on the effectiveness of communication from departmental heads to residents. Additionally, a significant proportion of respondents were unsure about the effectiveness of upward communication from staff to institute heads. Overall, the study highlights the need for effective communication between departmental heads, staff, and residents in an institution, as well as the need for strategies to improve communication and better align the needs of these different groups.

Regarding information overload, 39.1% of respondents agreed and 23.2% were unsure, while the remaining 18.8% were divided. On the issue of lack of integrity, 36.2% of respondents agreed, while the remaining 23.2% disagreed or were unsure. On the issue of communication skills issues, 30.4% of participants agreed, while 26.1% were unsure due to a difference in perception, and 23% of respondents disagreed. Finally, on the issue of perceptual differences, 27.5% of respondents avoided reaching a decision, while 24.6% of the total respondents said nothing specific. These conclusions generally suggest that there may be significant differences in perceptions and opinions on these issues among the participants in the study. The results may provide valuable insights for addressing these issues and improving communication and understanding among employees in the institution or organization.

The study found that there is a lack of agreement among respondents on the effectiveness of training in communication skills and on the importance of being an active listener. Additionally, the analysis suggests that the approaches employed to address communication problems are outdated and lack a systematic approach, which can hinder effective communication and negatively impact the organization.

From the Development area residents' perspective, the statement highlights the importance of clear communication in development projects. Without it, misunderstandings and conflicts can arise, as seems to be the case with the resistance and the disregard for the families' current living situation. It also emphasizes the importance of considering the needs and perspectives of all stakeholders.

involved in a development project, particularly those who will be directly affected by it. need to accomplish in their environment. As a result, it sets the stage for citizens to become more informed, reach consensus, and improve the efficiency of development. The potential for misconceptions and misinterpretations is another problem brought on by the lack of communication. There is a chance that crucial information about growth may be overlooked or misunderstood when there is no discussion or communication between leaders and the public. Furthermore, it is challenging to recognize and solve possible issues when there is little communication concerning development.

This lack of transparency could result in mistrust and suspicion among the public, and vital information about development plans and decisions could be overlooked or misunderstood. The analysis emphasizes the importance of clear communication among all stakeholders and highlights the need to consider the perspectives and needs of those who will be affected by the development project. By involving citizens in discussions, reaching consensus, and improving communication, development can be more effective and efficient in eradicating poverty, protecting the environment, and making efficient use of resources.

35.7% of respondents from institutions reported serving in positions for six to 10 years. While the remaining respondents have only been employed for six months or less. As a result, it was discovered that 83.8% of director and institute staff jobs. On the other hand, 10.3% of the institution's deputy manager. However, based on the information they have provided, it can be inferred that in a survey or study of institutions, 35.7% of the respondents reported serving in their positions for six to 10 years, while the remaining respondents have only been employed for six months or less. Additionally, it was found that 83.8% of director and institute staff jobs were filled by the survey respondents, while 10.3% were deputy manager of the institutions. The study suggests that individuals need a clear understanding of the advantages and limitations of different communication methods. Developing effective communication channels is essential to avoid misunderstandings and conflicts in development projects.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

The following section focuses mostly on the study's findings, along with a brief discussion of their overall trend, conclusions, and recommendations presented in consideration of those conclusions.

5.1. Conclusions

The findings of the Riverside Development Project in Sheger underscore the crucial significance of effective communication in the success of large-scale projects. According to the study, an aggregate percentage of 68% of respondents identified the need for an inclusive and transparent communication system that actively engages the public in decision-making processes as the most important response from the interviews conducted. The study revealed several obstacles that hinder effective communication, including limited access to information and a lack of trust between the public and the city administration. These challenges result in conflicts, misunderstandings, and negative impacts on staff performance and the overall organization.

To address these communication challenges and enhance project outcomes, the study recommends prioritizing the development of effective communication skills among all stakeholders. This involves providing training and guidelines to improve communication practices and establishing clear channels and protocols for reporting and resolving project-related issues.

A critical aspect highlighted in the study is the importance of involving the public in decision-making processes. By doing so, the institution can foster a sense of ownership and trust, leading to greater collaboration and support for the project. Public consultations, community engagement initiatives, and regular updates and feedback mechanisms were suggested as means to keep the public informed and engaged.

Additionally, the study emphasizes the need to update communication approaches to address specific project challenges. This may include utilizing modern technologies and platforms, such as social media, online platforms, and mobile applications, to effectively disseminate information and engage with a wider audience.

Importantly, the interviews revealed that institution heads and staff recognize their responsibility in addressing communication issues and acknowledge the need for continuous improvement. By fostering a culture of open communication and encouraging feedback from all stakeholders, the institution can create an environment that values effective communication and collaboration.

Therefore, the Riverside Development Project in Sheger highlights the pivotal role of effective communication in project success. By implementing the recommendations outlined in the study, such as developing communication skills, involving the public, and utilizing modern approaches, the institution can overcome communication challenges, create a more inclusive and transparent project environment, foster collaboration, and trust, and ultimately achieve success in the project.

5.2. Recommendations

Based on the discoveries highlighted in the study, and analysis of the residents' interview data, the researcher student would like to make the following recommendations to institutions on improving communication. Institutions should adopt new approaches to address communication problems. This might include using modern technologies to enhance communication channels, developing a communication matrix or an action plan for regular communication, or developing a new communication policy that outlines the channels that will be used in specific situations.

The survey results revealed that a significant proportion of respondents, only 11.8%, had received basic communication training. This indicates that institutions face significant challenges in handling communication-related difficulties, and that both institute heads and all staff members need support in this area. To address this challenge, it is recommended that communication training programs should be implemented, which focus on essential communication skills such as active listening, non-verbal communication, and conflict resolution. These programs should be regularly conducted to reinforce the importance of effective communication and keep staff updated on emerging trends in this area. According to communication challenges survey indicates that the institute may have some communication challenges to address. The respondents' negative attitudes towards proposed methods, discussing performance evaluations with institute heads, and access to discuss institutional projects with institute heads were quite high. To alleviate these communication challenges, it is suggested that the institute introduces effective communication strategies, such as building trust, using appropriate tone and language, and ensuring clear objectives for meetings. Creating a democratic meeting process that encourages employee

participation may also be beneficial. It is crucial that the institute takes the feedback of the respondents seriously and makes changes according to their opinions. By implementing these changes, the institute can foster a positive work environment that promotes job satisfaction and productivity.

The findings actual types of communication in the institution suggest that the institution lacks a clear and organized communication approach. While a few employees responded positively to formal communication, most believed that it was overused, and only a small group thought that a combination of formal and informal communication was being utilized. This implies that current communication practices at the institution are inconsistent and may hurt employee morale and work efficiency. The authors recommend that the institution evaluates its communication policies and implements a more balanced approach that includes both formal and informal methods to address these issues.

As the results of the study on preferred modes of communication indicated within institution many participants were unsure about which mode of communication to use in various situations. Therefore, there is a need for office to provide more training and education on effective communication strategies and encourage staff to express their communication preferences proactively. Additionally, institutions should review their current communication protocols and implement new ones that facilitate communication efficiency and enhance productivity. Based on addressing Communication Challenges in the Institution should recognize that effective communication is vital to achieving their objectives. Therefore, it is crucial to prioritize communication efficiency and make concerted efforts to overcome communication challenges.

- the majority of respondents have a reasonable level of understanding of the Roles of communication in institutions. However, there is still a significant proportion of respondents who are undecided or have not fully grasped the importance of effective communication in day-to-day activities and its impact on the residents and the institution prevalence of weak communication, indicating the need for further education and training to promote better communication habits.

- To improve these areas, it is recommended that institutions provide additional training and education on effective communication strategies and their benefits in achieving common goals. Providing knowledge and practical skills can help to reduce any uncertainties that respondents may have and promote better communication processes within institutions.

- There is some uncertainty among respondents regarding formal communication in an institutional setting. To address this issue, institutions can offer formal communication training programs to their staff to ensure that they have a clear understanding of communication processes and techniques. Additionally, given that respondents reported various communication challenges, such as time limitation or pressure, information overload, lack of integrity, lack of communication skills, perceptual differences, and language of message, it is recommended that institutions identify and address such challenges to improve day-to-day communication and achieve organizational goals more effectively. Doing so will not only improve communication processes within the institution but also enhance collaboration and employee satisfaction, thereby leading to better outcomes for all stakeholders involved.

- Based on the survey results presented, communication challenges are prevalent in the unspecified context in which the survey was carried out. To address these challenges and improve communication processes, it is recommended that training programs be developed to target the specific communication challenges identified in the survey. The training programs should focus on strategies to manage time pressure and overload, develop communication skills, overcome perceptual differences, and address language barriers. Additionally, institutions should encourage an open and transparent culture to promote integrity in communication processes. By addressing these challenges and promoting effective communication, institutions can improve productivity and ensure that organizational goals are achieved more effectively.

- The survey reveals that to tackle communication barriers, institutions should adopt various approaches that cater to the diverse preferences and perceptions among respondents. Providing communication skills training and utilizing alternative communication methods

are recommended approaches, but it is crucial to tailor solutions for specific barriers among certain groups of respondents since not all agree with all suggested measures. The survey also highlights the importance of collecting and acting on feedback to enhance communication. Therefore, creating a culture of active listening and clear messaging is crucial to meet the communication needs of all stakeholders. Continual evaluation of the effectiveness of communication strategies is necessary to ensure that they continue meeting stakeholders' needs.

- Based on the research result indicated that the organization' communication directorate had no play pivotal role between organization and residents. Therefore, Strengthen the role of PR professionals: PR professionals should play a key role in facilitating effective communication between the institute heads and the public. They should act as mediators, ensuring that information flows smoothly, addressing misinformation or rumors, and promoting understanding and cooperation between all stakeholders.

- Concerning development area residents' responses indicated that communication barriers faced by residents in development areas has made several recommendations to improve communication and ensure sustainable development. The first recommendation advises prioritizing the early involvement of residents in development projects to avoid conflicts and overcome economic and social challenges. Another suggestion is to provide communication skills training to all involved stakeholders, including city administration, to enhance their communication effectiveness. Additionally, alternative communication methods such as community forums and online platforms can be utilized to encourage stakeholder participation and involvement. Tailored solutions should be developed to tackle specific barriers specific groups face.

- Institutions should regularly evaluate their communication strategies' effectiveness to ensure they meet all stakeholders' evolving communication needs. Lastly, institutions should foster a culture of active listening and straightforward message delivery to provide effective communication that caters to all stakeholders' needs. By adopting these recommendations, institutions can overcome communication barriers and enable effective communication among all stakeholders, leading to sustainable development.

In general, based on the survey results highlighted significant communication challenges within institution, including the lack of training, negative attitudes towards proposed methods, and the inconsistent use of formal and informal communication methods. To overcome these challenges, the researcher recommends, implementing transparent communication practices, actively listening to residents, promoting two-way communication, addressing barriers, and leveraging the roles of PR professionals and institute heads, effective communication practices can be fostered between administrators, staff members, and residents in development areas.

This will contribute to a positive attitude towards communication and ultimately lead to successful development projects. implementing communication training programs, building trust, using appropriate tone and language, and creating a democratic meeting process that encourages employee participation. Additionally, institutions should tailor solutions to specific communication barriers, provide communication skills training to all stakeholders, and foster a culture of active listening and clear messaging. By adopting these recommendations, institutions can overcome communication barriers and improve productivity, leading to sustainable development.

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Appendix A

Appendix: Detailed Information on the Roles of Communication

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
One of the objectives of communication is to convey individual attitudes, ideas, and opinions to the relevant body within the institution.	13.2%	7.4%	20.6%	51.5%	5.9%
Effective communication plays a vital role in the daily operations of institute heads.	2.9%	17.4%	29.0%	31.9%	18.8%
The presence of ineffective communication undermines the efforts of both the development area residents and the institution as a whole.	10.1%	14.5%	27.5%	39.1%	4.3%
Within your institution, communication refers to the act of sharing a message with the intention of establishing a shared understanding and achieving a common goal.	4.3%	20.3%	27.5%	39.1%	8.7%
The knowledge of communication is equally important as planning, organizing, and controlling for the institute heads.	5.8%	14.5%	21.7%	36.2%	21.7%

Appendix B

Appendix: Detailed Information on Types of Formal Communication

Type of Formal Communication	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Horizontal Communication/ Communication among department heads	24.3%	17.1%	32.9%	18.6%	7.1%
Downward Communication/ Communication from Institute heads to residents	14.3%	22.9%	28.6%	28.6%	4.3%
Upward Communication, also referred to as communication from staff to institute heads,	5.7%	27.1%	35.7%	30.0%	1.4%
Diagonal Communication/ Communication between stakeholders and administrative staff	11.4%	28.6%	30.0%	18.6%	10.0%

Appendix C

Detailed Information on Actual Types of Communication

Actual Types of Communication	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Most of the institute heads in your institution primarily utilize formal modes of communication	10.0%	20.0%	24.3%	51.5%	8.6%
Residents of your development area mostly use formal types of communication	10.0%	32.9%	22.9%	28.6%	5.7%
Both formal and informal forms of communication are beneficial and contribute to creating a positive and conducive work environment within the institution.	8.6%	11.4%	31.4%	34.3%	14.3%
Heads of your institution predominantly rely on informal forms of communication.	8.7%	24.6%	34.8%	29.0%	2.9%
In general, informal types of communication are considered more favorable for fostering a conducive work environment within the institution.	12.9%	10.0%	22.9%	38.6%	14.3%

Appendix D

Detailed Information on Means of Communication

Means of Communication	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Institute heads of your Institutions primarily utilize a combination of written and verbal communication methods.	12.9%	15.7%	25.7%	38.6%	7.1%
Heads of your institution mainly use oral channel of communication	4.3%	14.5%	37.7%	34.8%	8.7%
The staff members of your institution predominantly rely on both written and oral forms of communication.	7.1%	15.7%	35.7%	34.3%	7.1%
Development area residents mainly use oral channel of communication	10.1%	17.4%	39.1%	29.0%	4.3%

Appendix E

Detailed Information on Major Communication Challenges					
Communication Challenges	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Communication barriers which create challenges between institute heads and residents	12.9%	18.6%	24.3%	24.3%	20.0%
Each stage of the communication process presents its unique set of challenges that can impact effective communication.	13.0%	15.9%	20.3%	37.7%	13.0%
The institute heads do not have a rough understanding of the development area resident background	7.1%	22.9%	28.6%	35.7%	5.7%
The effectiveness of communication in your institution tends to decrease as the number of communication channels increases.	11.6%	27.5%	36.2%	20.3%	4.3%
The existence of openness and trust between institute heads and stakeholders is not a precondition for effective communication	26.9%	32.8%	20.9%	11.9%	7.5%
The institute leaders exhibit a lack of attentive listening when staff members communicate with them.	24.6%	20.3%	26.1%	20.3%	5.8%

Appendix F

Detailed Information on Skill & Technical Challenges of Communication

Communication Challenges	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Time limitation / pressure	21.4%	14.3%	18.6%	31.4%	12.9%
Information overload	2.9%	18.8%	23.2%	39.1%	13.0%
Lack of integrity	4.3%	23.2%	23.2%	36.2%	11.6%
Lack of communication skill	10.1%	20.3%	26.1%	30.4%	13.0%
Perceptual difference	14.5%	15.9%	27.5%	24.6%	15.9%
Language of message	15.9%	15.9%	21.7%	27.5%	13.0%

Appendix G
Alleviating Communication Challenges

Alleviating Communication Challenges	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Planned methods to oversee communication challenges	15.7%	14.3%	32.9%	25.7%	11.4%
Staff members can discuss their performance evaluation with the institute heads	7.2%	36.2%	27.5%	20.3%	8.7%
Institute heads are accessible to all staff members and public to discuss institution projects matters.	10.0%	34.3%	24.3%	21.4%	10.0%
The meetings usually achieve their objectives.	5.8%	24.6%	36.2%	23.2%	10.1%
When communicating, institute heads employ straightforward and widely-accepted language.	4.3%	18.6%	40.0%	24.3%	12.9%
The meeting procedures follow a democratic approach.	11.4%	17.1%	28.6%	27.1%	14.3%

Appendix H

Communication Strategies	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Providing training in communication skill	22.9%	21.4%	10.0%	21.4%	21.4%
Giving opportunity for feedback	7.6%	22.7%	22.7%	27.3%	19.7%
Being an active listener	15.7%	12.9%	30.0%	28.6%	12.9%
Giving direct and clear messages	7.2%	17.4%	17.4%	40.6%	16.2%
Ensuring administrators send messages on time	14.7%	16.2%	26.5%	23.5%	19.1%
Using alternative methods of communication	5.7%	17.1%	25.7%	27.1%	20.0%

ADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION

GRADUATE STUDIES

Dear respondent, the purpose of this questionnaire is to collect data for the study of Practices and Challenges of Communication in MEGA projects construction institution of Addis Ababa city Administration.

As your institution has been chosen as one of the sample areas, your honest responses to the questions will be used solely for academic purposes and will not cause any harm. I kindly request your genuine participation in answering the questions.

Instructions: Tick your response ‘√’ mark. Please don’t write your name!

Please answer all questions.

THANK YOU

PART 1

Personal Profile

1. Sub-City _____
2. Name of Your Institution _____
3. Sex: Male Female
4. Age: 20-30 years 31-40 years 41-50 years Above 50 years
5. Educational Qualification: - Certificate Diploma B.A/B.Sc. Degree M.A/M.Sc.
Degree Ph.D. Degree
6. Field of Study _____
7. years of service: - 1-5 years 6-10 years 11-15 years 16-20 years Above 21 years
8. Your Current Position: Institute Head Institute V/ Head Director/staff
9. Have you taken training on topics of communication? Yes No
10. If your response to question 9 is 'yes', does the training cover the communication behavior between institute heads and resident? Yes No

PART 2

Please indicate your preference or actual opinion by selecting the most appropriate answer from the provided five rating scales. “√ “ in the columns:

1. Strongly Disagree 2. Disagree 3. Undecided 4. Agree 5. Strongly agree

Alleviating Communication challenges in the institution

No	Items	1	2	3	4	5
1.	In the event of communication difficulties, the institution actively identifies their source and employs strategic approaches to effectively address them.					
2.	The institute heads encourage staff members to engage in discussions regarding their performance evaluations.					
3.	Institute heads are accessible to all staff members and public to discuss institution projects matters.					
4.	The meetings usually achieve their objectives.					
5	Institute heads employ straightforward and universally understood language during communications.					
6.	The meetings follow democratic procedures.					

2.1. Actual Type of Communication in the institution

No	Items	1	2	3	4	5
1.	Formal modes of communication are predominantly employed by the institute heads in your institution..					
2.	residents of your development area mostly use formal types of communication.					
3.	both formal and informal types of communication are favorable or good to others for conducive work environment in the institution.					
4.	Informal forms of communication are primarily utilized by the institute heads in your institution.					
5	Generally, informal modes of communication are favored for creating a conducive work environment within the institution.					
6	In general, the formal types of communication are preferable to others or conducive work environment in the institution.					

2.2. Communication challenges in the institution

No	Items	1	2	3	4	5
1.	Communication obstacles within the institution pose challenges and hinder effective communication between the institute heads. and resident.					
2.	Each phase of the communication process plays a role in generating communication difficulties within the institution.					
3.	The institute heads do not have the rough understanding of the development area resident background.					
4.	In your institution, the effectiveness of communication tends to decrease as the number of communication channels increases.					
5.	The existence of openness and trust between institute heads and stake holders are not a precondition for effective communication.					
6.	The institute heads demonstrate a lack of attentive listening when staff members communicate with them.					

2.3. The main means of communication used in the institution.

No	Items	1	2	3	4	5
1.	Institute heads of your institution mainly use both written and oral communication.					
2.	Institute heads of your institution mainly use oral channel of communication.					
3.	Staff of your institution mainly use both written and oral communication.					
4.	Development area resident mainly use oral channel of communication.					

2.4. The Roles of communication in the institution

No	Items	1	2	3	4	5
1.	One of the objectives of communication is to convey personal attitudes, ideas, and opinions to the relevant body within the institution.					
2	Effective communication is vital for the daily operations and activities of the institute heads.					
3.	The prevalence of weak communication thrashes the efforts of development area resident and the institution in general.					
4.	Within your institution, communication involves the transmission of messages with the aim of fostering shared understanding and achieving common goals.					
5	The knowledge of communication is equally important as planning, organizing, and controlling for the institute heads.					

PART.3.

3. In the following questions you are requested to Rating the items in each group according to their respective directions.

3.1. Rate the following types of formal communication from 1- 4 according to their order of importance in your institution by **making “√ “ in the columns:**

No	Items	1	2	3	4	5
1.	Horizontal Communication/ Communication among department heads					
2.	Downward Communication/ Communication from Institute heads to resident.					
3.	Upward Communication/ Communication from staff to Institute heads /					
4.	Diagonal Communication/ Communication between stake holders and administrative staffs/					

3.2. Please indicate the severity of the following communication challenges in your institution by placing a "√" in the corresponding columns, ranking them from 1 to 6 based on their level of difficulty.

Challenges of Communication

No	Items	1	2	3	4	5
1	Time limitation /pressure					
2.	Information overload.					
3.	Lack of integrity					
4.	Insufficient proficiency in communication.					
5.	Perceptual difference.					
6.	Language of message					

3.3. Please indicate the significance of the following measures to alleviate communication barriers in your institution by placing a "√" in the corresponding columns, ranking them from 1 to 6 based on their importance in resolving communication challenges.

No	Items	1	2	3	4	5
1.	Offering instruction or education in communication skills.					
2.	Give opportunity for feedback					
3.	Being active listener					
4.	Give direct and clear messages.					
5.	The administrators send messages on time.					
6.	Using alternative methods of communication.					

PART 4

1.1. Interview Questions for residents of Development Area

1. Do you have earlier awareness about the project development?

2. What are the main challenges faced while the project started?

3. Are you participated in the river side development process? If your answer is yes, what was your role? _____

4. Does the projects construction office taken any action to tackle the communication barrier?

5. What are the main challenges of mega projects communication practice?

6. What does the Mega projects communication practice look like among development area residents? _____

7. What should the projects office do to strengthen communication work limitation, and weakness?

8. Anything more you want to discuss regarding the communication practice, and its challenges?
