



**Strategic Communication Practices of Ethio-Telecom and  
Ethiopian Electric Utility: A Comparative Study.**

**By**

**LensaHyelom**

**Thesis Submitted to the Graduate School of Journalism  
and Communication for the Partial Fulfillment of  
Mastersof Arts Degree in Public Relations and  
Strategic Communication**

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This is to certify that the thesis prepared by LensaHayelom, entitled StrategicCommunication Practices of Ethio telecom and Ethiopian Electric Utility: a comparative study, submitted in partial fulfillment of the Masters of Arts degree in Public Relations and Strategic Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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## **Abstract**

*In organizations, communication plays a pivotal role for the success of employees and to meet the objectives and goals of the organization. Organizational communication is a combination of internal and external communication. Hence, internal communication refers to communication that takes place among employees of the organization; it includes formal, informal, vertical, horizontal and diagonal communications also external communication deals with communicating external customers through different channels of communication. The study was determined assessing the organizational strategic communication practice of Ethio telecom and Ethiopian Electric Utility head offices found in central Addis Ababa. Thus, to achieve the general objective of study it specifically focuses on finding out the strategic communication practices in the organizations, assessing organization strategic communication in the management of the organization, examining the level of employees participation on the strategic communication practices in the organization, and identifying the challenges and problems in strategic communication practices of two organizations. Accordingly, the study was undertaken in the form of comparative study with essentially combining qualitative and quantitative research approaches and the data was collected, namely, through survey questionnaires and in-depth interview. Totally, 102 questionnaires were distributed for the two organizations 50 for Ethio telecom and 52 for EEU based on systematic random sampling by taking every  $n^{\text{th}}$  of the population of three departments each, which are highly related to the practices of strategic communication. Thus, the study found out that the organizations communication function and their activities only use a very small proportion of communication activities focusing mainly on technician role except that the section manager of corporate communication is not part of the grand coalition of Ethio telecom whereas in EEU, the corporate communication director is part of the management, but less functional. The other finding is that the organizations attempt to apply system theory and human resource approach but that is*

*not effectively done in both organizations. However, the study found out that Ethio telecom is more effective in organizational strategic communication practice than Ethiopia Electric Utility.*

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## **List of Acronyms**

CEO	Chief Executive Office.
CSR	Corporate Social Responsibility.
EEU	Ethiopian Electric Utility
ET	Ethio-Telecom
IMC	Integrated Marketing Communication.
PR	Public Relations.
SPSS	Statistical Packaging for Social Science.
UK	United Kingdom
HR	Human Resource

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## **Chapter one: Introduction**

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

### **1.1. Back Ground of the Study**

Organizational communication holds a key position in the overall management practices of any organization or agency. This is because organizational communication is often evident when people interact with each other in different contexts such as being hired or became a leader, be a member of certain social organization, or working on volunteering schemes in charity organization, and applying for a job on a certain organization and so on. At the same time people do often experiences certain kind of organizational communication when they work with in organizations or became stake holders of organization, Lippert and Paynton,(2014).

As it known communication is one of the basic tools available to management for accomplishing organizational objective. In fact it is the key to managerial effectiveness though the terms communication and organization are not easily conceptualized in the social science and business areas, Lewis, (Ud).

Actually, communication has always been a managerial problem and, that is why the organization is good beginning place for examining the communication process, Taylor,(2016).

It is also believed that “communication is increasingly becoming, important in the organizational context, and recognition is given to the fact that it has a major impact on organization as success”, Hopper, (2009). Due to this organizational communication becomes the guiding principle for the coordination of the activities of a number of people in the organization towards the achievement of some common explicit purpose or goal, through hierarchy of authority and responsibility. It is evident that every organization comes to existence when there are people who will be able to communicate with each other, willing to contribute action, and able to accomplish a common purpose, Lewis (UD).

In fact, communication brings people together, closer to each other, and it is an important management function closely associated with all other managerial functions. It bridges the gap between individuals and groups through flow of information and understanding between them. Information is transmitted, studied, analyzed, interpreted and stored to serve the interest of corporate organizations, individuals, and all entities engaged in multi-faced dimensions of professional undertakings, Saunders (1999).

Particularly, effective strategic organizational communication is vital for building critical relationships that tie together all public of an organization. It is mainly useful for creating enthusiasm/eagerness, loyalty, trusts of organizations employees by creating shared values and strengthen the organizational goals, Mishra & Mishra, (2005).

In today’s increasingly complex world, according to Van Ruler, et al., (2007:4) “organizations vie for the attention, admiration, affinity, alignment, and allegiance of constituents of all sort customers, employees, investors and donors, government officials, special interest group leaders, and the public at large. In so doing, organizations make strategic decisions about the level and nature of resources they will devote to such efforts. It is important to stress that not only corporations, but also

activist organizations and social and citizen movements, use strategic communication to reach their goals”.

Usually, strategic communication examines organizational communication from an integrated, multidisciplinary perspective by extending ideas and issues grounded in various traditional communications disciplines.

The emergence of strategic communication as a unifying paradigm for studying purposeful communications by organizations provides an important opportunity to rein vigor ate and refocus the study of organizational communications onto how organizations present and promote themselves and interact with their audiences (i.e., putting communication back into the study of communication by organizations.

Thus, according to Dennis, (2004), studying communication became an important field of study. From this perspective, one would find it relevant to study about organizational strategic communication and management practice so as to figure out how organizational working situation and organizational systems can affect the overall success and failures of any institution.

To find out this, the present study takes Ethio telecom and Ethiopian electric utility as its focus study to make out a comparative study of the organizational strategic communication practices of the two institutions.

### **1.1.1. Organizational Background**

The present study focuses on two organizations so as to make a comparative study of organizational strategic communication practice. Hence, the two organizations under the study will be briefly seen so as to meet the purpose of the study.

#### **Ethio Telecom**

Telecommunications service was introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city, Addis Ababa, was commenced. Inter urban network was continued to expand satisfactorily in all other directions from the capital. Many important centers in the Empire were interconnected

by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human repeaters between the distant calling parties.

In this particular period, Ethio Telecom has been renewed and restricted through different stages. First, the management of the service was under the imperial count of Menelik II in the name of the “Central Administration of Telephone and Telegraph System of Ethiopia” from 1890 to 1907. since 1907-1909 again the service was renamed as the central office of post, telegraph and telephone system of Ethiopia and it was administered by emperor Menilik II’s advisor, MrAlferd, a Swiss man. Then, the service was renamed as ministry of post, telegraph and telephone in1910.

After the independence from the Italian occupation, the re-established ministry of PT and T took over running of telephone, telegraph and radio communications therefore, rehabilitated the network of the whole country. The Imperial Board of Telecommunications of Ethiopia (IBTE) was established by the proclamation number 131on October 15, 1952. The main purpose of board, as stated in its establishment charter of article five was “to rehabilitate, extend, repair, and maintain the telecommunication for profit in 1960 IBTE looked after the operational matters of central Ethiopia, a regional office was created at Addis Ababa. And at the same time, radio division was created separated from the recording technical division bringing the number of division offices to seven during the same period.

Under the Dergue regime, the Ethiopian telecommunications was renamed as “The Provisional Military Government of Socialist Ethiopia Telecommunication Services” and it was renamed again as “Ethiopian Telecommunications Authority (ETA) on January 1981. It retained its name as eta up to November 1996. At this period, the telecommunication services had made a major change of technology ranging from automatic to digital technology.

After the downfall of Dergue Regime in transitional period (1991), the government of the Federal Democratic Republic of Ethiopia (FDRE) has carried out an overall restructuring program to change the previously centralized command economy to a free

market-oriented one with the aim of making government owned enterprises more efficient and effective as well as encouraging the promotion and participation of the private sector in the country's economic progress. The government has also given a priority to the development of rural infrastructure, which has been neglected by the previous regimes, Newspaper of ET corporate communication, (2001).

Accordingly, the telecommunications sector was restructured and two separate independent entities namely the Ethiopian Telecommunications Authority (ETA) and the Ethiopian Telecommunications Corporation were established by Proclamation No. 49/1996 on November 1996.

As a continuation of the last five-year plan and after concentrating its efforts on education, health and agriculture, the Ethiopian government has decided to focus on the improvement of telecommunication services, considering them as a key lever in the development of Ethiopia, Ethio telecom is born, on Monday 29th November 2010, from this ambition of supporting the steady growth of our country, within the Growth Transformation Plan (GTP), with ambitious objectives for 2015. Now a day the organization has 6 zonal offices in Addis Ababa and 12 regional offices and 45.96 million mobile phone subscribers and in 1.1 million fixed lines subscribers is found. Totally Ethiopian telecommunication has around 47.5million subscribers around the country, ([www.ethiotelecom.et](http://www.ethiotelecom.et))

### **Mission, Vision and Values of ET**

Ethio telecom has the vision to be a world-class telecom service provider in Ethiopia. The agency has the mission to Connect Ethiopia through state of the art telecom services, Provide high quality, innovative and affordable telecom products and services that enhance the development of our nation and ensure high customer satisfaction, build reputable brand known for its customers' consideration, build its managerial capability and man power talent that enables Ethio telecom to operate at international level and Support community and environmental development. The agency has different

values to lead the vision, customer-centric, excellent, accountability, impartiality and sharing.

### **1.1.2. Ethiopian Electric Utility (EEU)**

Electric power is introduced to Ethiopian in the late 19<sup>th</sup> century, during the regime of Minilik. The first generator was said given, during the regime of Minilik around 1898 to light the palace. In addition to the use of generator, Mnilik got constructed the first hydro power plant on Akaki river in the year 1912 in order to supply power to small factories that had been established in Addis Ababa. Consequently, the power supply that had been limited to small factories and the palace was extended to public places and major roads in the vicinity of the place. However, the effort of the government to extend the power supply to the public was hindered by the Italian invasion of Ethiopia in the year 1936. during this temporary occupation, the Italian company called Coneil over took the generator and distribution of electric power. The company installed generators at different places and extend the power supply to the then major towns. After the Italian were driven out from Ethiopia the year 1941, an organization called enemy property administration was established and took over long with other activities the generation and distribution of power to the public.

In the year 1948, the organization that had been vested with the power to administer the enemy property was evolved to an organization Shewa although with limited capacity, managed to increase the power supply not only in Shewa but also other administrative regions. In light of its function, its name was changed to “Ethiopian Electric Light and Power” in the year 1955. Soon after its establishment, the supervision and management of the organization was vested in the board of directors appointed by the government.

After eight months of its establishment, the Ethiopian electric light and power was transformed to the “Ethiopian electric light and power authority”. The purpose of the Ethiopian electric power authority was engaged in the business of production ,transmitting, distributing, and selling of electric energy to the public of Ethiopian and carry on any other lawful business incidental or appropriate here to which is calculated

directly or indirectly to promote the interest of the authority or to enhance the value of its properties.

According to the new change in 1987 the Ethiopian electric light and power authority was transformed to the “Ethiopian electric power corporation” by reorganizing its function on the basis of principles of commercialization and decentralization.

Accordingly, the Ethiopian Electric Power Corporation as public enterprise was established indefinite duration by regulation no.18/19197, and conferred with the power and duties of the previous Ethiopian electric light and power authority. The purpose of the corporation is to engage in the business of producing, transmitting, distributing and selling electrical energy. EEPSCO later split into two companies Ethiopian Electric Power (EEP) and Ethiopian Electric Utility (EEU), news paper of Ethiopian electric power public relations (1992).

The Ethiopian Electric Utility (EEU) as public utility enterprise was established for indefinite duration by regulation No. 18/1997, and conferred with the powers and duties of the previous Ethiopian Electric Utility. Currently EEU has above 2.7 million customers in Ethiopia, [www.eeu.et](http://www.eeu.et).

### **Mission, vision and values of EEU**

EEU has the vision to Energizing Ethiopia's sustainable growth and enabling it to be power hub of Africa the agency has the Mission to be a world-class utility and contribute towards nation building by ensuring delivery of cost- effective, safe, reliable and high quality power and to enable interconnections across the African Continent for exporting surplus power. EEU shall strive towards achieving international standards of customer care through sustained capacity building, operational and financial excellence, state-of-the-art technologies while ensuring highest standards of corporate governance and Ethics.

The values of Ethiopian electric power corporation include team work, continuous learning, environmental protection, social responsibility, building human resource capacity towards the most level, [www.eeu.et](http://www.eeu.et).

## **1.2. Statement of the Problem**

Assessing organizations strategic communication practice provides an organization with valuable information about their communication system strength and weakness. According to Miller; (2012:12) “organizational communication is a social process that provides contact and information exchange between both departments and units of an organization”. On the other hand strategic communication is the purposeful use of communication in organization to fulfill its mission.

Today, there is a shift from the metaphor of the organization as a “container” of communication to a view of communication as fundamental to the study of organization. This shift has been crucial to the development of organizational communication as a distinct area of the study, Taylor, (2016).

In Ethiopia, there are different types of organizations which can be broadly seen as governmental and non-governmental. It is believed that organizational communication and particularly strategic organization communication have vital role in organizational management; however, very few studies were conducted by communication scholars in assessing its operational functioning in Ethiopia.

One of such attempts was made by Asfaw, (2015) who conducted his study about internal organizational communication in case of Ethio telecom, and the finding indicate that the overall satisfaction of employees concerning internal communication is below average.

On the other hand, Wondwossen, (2014) carried out his study by making analysis of organizational communication practice of Ethiopian airlines, and found out that the Ethiopian air lines underutilized communication as organizational tool to achieve its organizational objectives. According to him, the employee’s assessment indicates that more than half of the employees were dissatisfied with the organization communication practice in the company.

Another study was conducted by Fikru, (2014) who focused on organizational communication satisfaction by making analysis of Oromia regional state government communication affairs bureau, and found out that the employees with younger age were more dissatisfied with their job than other age category in the Oromia regional state government communication bureau. This means as the organizations large number is younger employees; it implies that large numbers of employees were dissatisfied with their job in that organization.

No matter how some attempts made by other scholars in the area, in Ethiopia there is no research works found by local researchers who focus on strategic organizational communication practice and also those who comparatively studied on Ethio Telecom and Ethiopian electric utility. These organizations are taken to the study since both of them are service providing organizations, and also many times these two organizations have great grievances from the customers. For this reason, the student researcher attempted to study or assess the organizational strategic communication practice by making a comparative study of these two organizations by using different theoretical frame works.

### **1.3. Objectives of the Study**

#### **1.3.1. General Objectives**

The general objective of this study was to assess the strategic organizational communication practice of Ethio telecom (ET) and Ethiopian electric utility (EEU).

#### **1.3.2. Specific Objectives**

In order to achieve the overall objectives, this study had the following specific objectives

- ✓ To find out the strategic organization communication practices in the organizations.
- ✓ To assess organization strategic communication in the management of the organization.

- ✓ To examine the level of employees participation on the strategic practices in the organization.
- ✓ To find out the challenges and problems in strategic communication practices of the two organizations.

#### **1.4. Research Questions**

So as to address the research problem in question and to meet the objectives outlined above, the following questions were found to be pertinent to be answered in the course of the study.

- ✓ What are the strategic communication practices in the organization?
- ✓ How the management, staff members, employees are seeing Communication?
- ✓ How far the employees participate on the strategic practices in the organization?
- ✓ What are the challenges and problems of strategic communication in the organization?

#### **1.5. Significance of the Study**

The study was focused on the strategic organizational communication and practice of Ethio telecom (ET) and Ethiopian electric utility (EEU). Consequently, the study is useful for these organizations to look in to the importance of strategic communication towards organizational development and success. The study will help increase the knowledge of strategic communication in the organization by showing the current state of communication in Ethio telecom and Ethiopian electric utility. Besides, the study is of a great use for the organizations decision makers by giving them the opportunity to work through attention for strategic organizational communication. With regard to this particular study, it attempted to examine the organization strategic communication with different theoretical frame works.

The study would have also much significance in many regards. First, it is appropriate to be studied since it has policy significance.

The study may give help for different organizations policy ground to build good organizational strategic communication practice from policy perspectives towards the success of organizations. Second, it would have time significance where the problem is current and the issue (organizational communication) is most researchable in the practical world. Third, it would be useful for the finding of the study can be good resource bearing vulnerable information and initiate the local intellectuals to focus on communication researches more of in organizational communication. The last but not the least is its contribution for students who can use this work as a reference for their further study on organizational communication.

## **1.6. Scope of the Study**

The study was focus on strategic communication practice in Ethio- telecom and Ethiopian electric utility. Ethiopian Electric Utilities have around 20640 employees in the country this includes head office, regions, districts, service centers and satellites. And also Ethio telecoms have around 15090 workers around the country. But this study only focuses on the two organizations head office found in Addis Ababa. Ethio telecoms head is found around Black Lion (post office, Trakon, dilbetegel, and Eyor tower). The Ethiopian electric utility head office is also found at Piyassa(EEU building). The time frame of the study is delaminated to a specific time which goes to January one up to April 25, 2019.

## **1.7. Limitations of the Study**

One of the major limitations was lack of up to date materials. For reference purpose finding out related literature in the field of organizational communication was very challenging. The other limitation was lack of local research conducted by local scholars. However, the researcher tried fill the gap by searching different up to date journals, books and articles on the communication field of study. The other limitation of the study is that as organizational strategic communication is vast field the researcher was only focused on some specific things because of different limitations thus, the samples were

also small according to the customers both organizations have but the researcher selected those customer respondents as a sample.

## **1.8. Organization of the Study**

This study includes five chapters. The first chapter comes up with an introduction, background of the study, significance and limitation of the study. The second chapter deals with the review of literature. This is followed by chapter three and four which present about the research methodology and data analysis and, respectively. Conclusion and recommendations constitute the last part of the thesis.

## **Chapter Two: Review of Related Literature**

### **2.1. Introduction**

The present study aimed to examine key aspects of organizational strategic communication practice. Besides, it looks in to how organizational strategic communication practice manages among two Ethiopian organizations Ethio-Telecom and Ethiopian electric utility. Under this section, different scholars' writings and research findings in the field of organizational strategic communication is presented. In addition, the relevant theories and literature are review as guidance for the present study is also dealt.

### **2.2. History of Organizational Communication**

Before the industrial revolution in the nineteenth century, most work was conducted by individuals or in small groups. Goods were created by individual artisans, by families, or in small "cottage industries" in which skilled workers accomplished large tasks from start to finish. For example, consider a shoemaker during the eighteenth century. With

the advent of the Industrial revolution in the late nineteenth century, common methods of producing goods began to change, Miller, (2012)

Back to the 1970s when the industrial revolution began in the United Kingdom, the introduction of steam powered machinery forever changed the way business operated and lead to the eventual creation of the modern corporation. According to Jason and Narissra (UD) in 1919 L, Bernays and Doris Fleshman open the first public relations firm. In 1961 A speech professor Lee Thayer publishes administrative communication which is the first true text book in organizational communication association.

After that in 1967 the first conference on organizational communication was held at Marshal Space flight center in Huntsville, Alabama, in the conference, Phillip K. Tompkins review the state organizational communication and divides the types of research in two categories (1) informal and formal channels of communication. (2) Superior subordinate relationships. A Tompkins presentation marks the official acceptance of the term organizational communication.

Redding and Tompkins (1988) have outlined three somewhat overlapping historical phases of the development of organizational communication theory and research from 1900 to 1970, during the “formulary prescriptive” phase (1900 up to 1950), organizational communication focused primarily on skills-based training and prescriptive advice aimed at achieving effective communication. For example, early studies of organizational communication prescribe media choice, timing, and message structure for managers. During the empirical perspective phase (1950 up to 1970), largely, descriptive, empirical studies began to emerge. The most wide-ranging review of the development of organization communication research is that provided by Putnam, Philips, and Chapman. These reviewers identify seven metaphor clusters that, implicitly or explicitly, have framed lines of research in organizational communication and their attendant views of communication: conduit, in which organizations are treated as container or channels for information low and communication is seen as transmission of message, Taylor, (2016).

### **2.3. Defining Organization**

One way to define organization is to identify its common elements; first, an organization is comprised of people. Without people, an organization could not exist. Moreover, people, whether as salaried or hourly employees or volunteers, or the organizations clients, engage one another in purposeful and ordered activity, Shockley, (2002).

An interaction in organization is purposeful because people interact with organizations with goal mind. For example cashier at the grocery store have the expectation that they will scan the products that customers bring to their checkout lanes. Customers visit the grocery store to buy items and expect products to be on the shelves in a reasonable order. Whether a person are the cashier or the customer, he or she have an expectation about the communication that will occur as you engage in these organizational roles of store clerk and customer, the point here is that people in organization do not act randomly; rather, organizations are sites of controlled and coordinated activity, Keyton,(2005).

An organization is an open social system which creates a dynamic as it develops and maintains interdependencies with both internal and external stakeholders. Internally, an organization is dynamic because employees move in and out of the organizational structure as they are promoted, hired, or fired. The relationships among employees can also differ based on which employees are promoted and which are scheduled for a particular shift or task.

Because the contingent of employees is not stable, an organization's is also a real and practical place several streams of communication through multiple channels in multiple contexts continually constitute the organization, Keyton, (2005).

Organizations are networks of people who communicate with each other. In all organizations, communications flow vertically and horizontally, internally and externally, formally and informally, linking employees internally to each other, to various layers of management, and to the many external resource-holders of the organization. Not all of the communications in an organization are work related, nor are they necessarily relevant to fulfilling organizational objectives. All communications,

however, influence to some extent the perceptions of participants and observers about the organization and its activities, and so affect the organization's image, brand, and reputation, Weick, (2001).

#### **2.4. Organizational Communication**

In order to accomplish tasks and achieve the organizational goals, every individual of an organization communicates with others about the various types of work in the organization. It is important to identify the definition of organizational communication because there are many different definitions that scholars have used in the past. Sticking to one definition will allow the literature review and the study to focus on one specific area of organizational communication.

Organizational communication is a host of communication activities usually at a corporate level, not all of which will be necessarily located in the pr department, which include public affairs, environmental communication, investor relation, labor market communication, corporate advertising, internal, communication and PR, Ralph and Liz, (2009).

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

We define an organization's communication system as the multiple tactical and strategic media it relies on to communicate with its stakeholders, as well as the message content it chooses to diffuse through those media.

The communication system encompasses marketing communications, public relations, investor relations, and employee communications; it also includes the kinds of institutional communications an organization makes that are created to influence how issues are framed and the public debate that results about it. In its largest sense, it encompasses the initiatives that a company often undertakes to demonstrate “social responsibility” and “good citizenship” most of these good deeds are important in helping

a company to build a more favorable and welcome social environment for its routine operations, Keyton, (2005).

## **2.5. Strategic Communication**

According to Webster's new collegiate dictionary (1984) the term strategic was first used in organization theory in the 1950s. Its purpose was just to describe how organizations compete in the marketplace, obtain competitive advantage, and gain market share. The above description of a modernist approach to strategic planning is indeed accurate when one considers the original aims of strategic planning as ones of controlling the environment and maintaining the organization's autonomy. In its most negative context, the term strategic is understood as having originated in warfare and is in its strictest sense described as the art of war. The word strategy originates from the Greek word for "generalship" (Webster's New Collegiate Dictionary, 1984). As a result, the term often has negative associations, particularly in an era in which organizations are perceived as using their resources to manipulate their environments to their own benefit without consideration of stakeholders, other constituencies, and the concerns of society in general. Associating strategic as a war metaphor in connection with communication practice can thus strengthen the existing negative perceptions of the field, Van Ruler, et al (2007).

Strategic communications are important for the effectiveness of organizations goal. The search for a common definition has often hindered rather than helped strategic communications. Indeed, the ideally flexible and adaptive nature of strategic communications means no single definition will suffice.

Joint Integrating Concept for Strategic Communication (JICSC)(2009) puts strategic communication is the alignment of multiple lines of operation (e.g., policy implementation, public affairs, force movement, information operations, etc.) that together generate effects to support national objectives.

Strategic communication essentially means sharing meaning (i.e., communicating) in support of national objectives (i.e., strategically). This involves listening as much as

transmitting, and applies not only to information, but also to physical communication action that conveys meaning.

Strategic communication differs from integrated communication because its focus is how an organization communicates across organizational endeavors. The emphasis is on the strategic application of communication and how an organization functions as a social actor to advance its mission. The purposeful nature of strategic communication is critical. Whereas academic research on organizational communications broadly examines the various Processes involved in how people interact in complex organizations (including interpersonal, group, and network communications), strategic communication focuses on how the organization itself presents and promotes itself through the intentional activities of its leaders, employees, and communication practitioners. Of course, this does not exclude their use of relationship building or networks in the strategic process, Van Ruler, et al., (2007).

The other simple definition as Cornish, et al., (2011:108) for strategic communication is, “that is a systematic series of sustained and coherent activities, conducted across strategic, operational and tactical levels, that enables understanding of target audiences and, identifies effective conduits to promote and sustain particular types of behavior”. Strategic communications encompasses all communication that is substantial for the survival and sustain of an entity.

Specifically, Zerfass, (2018) says strategic communication is the purposeful use of communication by an organization or other entity to engage in conversations of strategic significance to its goals.

### **2.6.1. Organizational Strategic Communication**

In today’s increasingly complex world, organizations vie for the attention, admiration, affinity, alignment, and allegiance of constituents of all sort customers, employees, investors and donors, government officials, special interest group leaders, and the public at large. In so doing, organizations make strategic decisions about the level and nature of resources they will devote to such efforts. It is important to stress that not only corporations, but also activist organizations and social and citizen movements, use

strategic communication to reach their goals. Strategic communication examines organizational communication from an integrated, multidisciplinary perspective by extending ideas and issues grounded in various traditional communications disciplines. It is important to note that these disciplines were developed as specialty functions in the modernistic world of the 20th century. Yet, at the beginning of the 21st century, these disciplines function in a postmodern environment that stresses more holistic approaches to examining organizational phenomena, while having to deal with increasingly fragmented audiences and delivery platform, Van Ruler, et al., (2007)

The emergence of strategic communication as a unifying paradigm for studying purposeful communications by organizations provides an important opportunity to rein vigor and refocus the study of organizational communications onto how organizations present and promote themselves and interact with their audiences (i.e., putting communication back into the study of communication by organizations).

### **2.6.2. Strategic Communication Frame (Van Ruler)**

Based on in-depth discussions about different theories with students and practitioners and based on the four starting points, there are seven requirements for a good strategy development model for public relations and communication management. The first one is clear vision on communications and its added value to the mission of the organization.

The next requirement for good strategy is focusing on internal and external contexts as a building block for constructing ambitions.

In the good strategy development model there is no smart objective but there is inspiring ambitions based on clear choices. Explicit accountability is the other one in every building block clear choice as hypotheses for the future is necessary. Make as compatible and adjustable at any time to respond to situational dynamics. These requirements helped people in constructing a model we call the strategic communication frame, Van Ruler, et al., (2007).

Figure. 2.1.Strategic communication frames (van ruler).



Source: Van Ruler, et al., (2007)

### 2.6.3. The Importance of Organizational Strategic Communication

Understanding the importance of organizational strategic communication is good to create a good communication environment in the organization usually organizational communications encompass public relations, public affairs, investor relations, corporate advertising, environmental communication, and internal communication.

They denote a heterogeneous group of communication activities that have characteristics in common: As Keyton, (2005) these communication activities have four common, characteristics. First Organizational communications are aimed at corporate audiences, such as shareholders, financial journalists, investment analysts, regulators, and legislators. Second organizational communications have a long-term perspective and do not directly aim at generating sales. Third organizational communications apply a different style of communication compared with marketing communication; exaggeration and puffery are limited and messages are more formalistic. Lastly after

defining organizational communication and its importance, it is good to see some of the functions of communication in organizations.

## **2.7. The Functions of Communication in Organizations**

Communication has a lot of functions in the organization. In operating the organizational management effectively noting can possibly carried out without communication. In today's organizations environment, effective communication becomes a fundamental requirement. This means lack of communication that occurs in higher degrees and spread to whole organization may cause misunderstanding of the employees according to this we can see different function of communication in the organization.

According to Keyton, (2005) communication is the lifeblood of all organizations: it is the medium through which companies large and small access the vital resources they need in order to operate. It is through communication that organizations acquire the primary resources they need (such as capital, labor, and raw materials) and build up valuable stocks of secondary resources (such as "legitimacy" and "reputation") that enable them to operate.

Communication is, therefore, at the heart of organizational performance. The success of an organization's efforts to acquire resources and to influence the context within which it carries out its activities depends heavily on how well and how professionally a company communicates with its resource holders.

In addition to defining organizational communication in terms of the functions that it fulfils, and in order to understand the fundamental nature of organizational communication, it is necessary to understand the concept of communication levels, direction, and networks,.

## **2.8. Directions of Communication in an Organization**

Understanding the concept of how communication flow in the organization provides an understanding of how the organization operates. This is especially true if

one considers that the direction of communication flow is a critical element that impact on all aspects of organizational communication.

In an organization communication flows vertically and horizontally further, in the vertical direction, communication may be directed downward and upward. A discussion of the features and functions of different communication flows will aid understanding of the measures and results presented later in the current study.

According to Richmond, et al. (2005:12) “communicational flow in the organization can develop into many different directions, it flows in different directions in the organization vertically, horizontally and sideward”. Vertical communication is concerned with communication between employees at different hierarchical levels in the organization. It focuses on downward and upward communication between managers and employees.

### **2.8.1. Upward Communication**

upward communication in an organization flows from a lower-level employee to an upper-level employee. Upward communication is used to keep managers informed of what is going on in the work and what the subordinates are feeling. Specifically, it provides management with the information they need for doing their work, such as data for making decisions, the current status of projects, and information on new problems. Through upward communication, superiors also get to know their subordinates’ feelings about their work, colleagues, and the organization, so that they can adjust for better individual and organizational performance. Moreover, as discussed earlier, superiors and the organization needs advice and opinions from employees as well. Managers rely on upward communication to collect suggestions for improvement and new ideas, Robbins, et al., (2010).

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

Furthermore, Tubbs and Moss, (2008) stated that upward communication is important in organizational management system. Failing to relay the necessary information

upward, such as changes and problems in a project, or creative ideas to enhance the profits, may cause detrimental and even disastrous results.

Therefore, an organization should encourage upward communication and undertake efforts to ensure that it is of a good quality. However, it is not uncommon that organizations lack in upward communication. Upward communication is not simply a reverse direction of downward communication, since when communication flows from lower-level employees there may be some problems due to the characteristics of job positions, Greenberg and Baron, (2008).

### **2.8.2. Downward Communication**

Downward communication is the communication flows from an upper-level employee to a lower-level employee. It is “initiated by the organizations upper management and then filters downward through the ‘chain of command’”, Tubbs and Moss, (2008). Furthermore, there are some deficiencies of downward communication. Employees do not only expect to receive information about the organization and their tasks, and feedback from managers, but also want to participate in the communication.

In the one-way communication, it is only the upper-level management that speaks and the lower-level employees listens, and the upper-level management rarely ask for the lower-level employees’ opinions and suggestions. However, people need to be respected and considered to be able to think and provide useful ideas. Therefore, in an organization with a good quality of communication, upward communication is regarded as important as downward communication, Robbins, et al.,(2010).

### **2.8.3. Horizontal Communication**

Horizontal communication consists of messages that are transmitted to other individuals on the same rank of the organizational hierarchy. Jasson and Narrisa, (2012) says, horizontal or lateral communication occurs when individuals who have roughly the same status interact with one another in an organization. Occasionally, these lines of communication are firmly established within the organizational hierarchy chart, but typically these lines of communication are not part of the traditional hierarchical chart.

Moreover, it is about the communication flows among the employees at the same level in the organization. In today's organization, horizontal communication is becoming increasingly common with the flattening of organizational hierarchy and the advent of team work, Greenberg and Baron, (2008).

Although communication between departments on the same level occurs, theoretically it is not supposed to be direct. Reports, desires for services, or criticisms that one department has of another are supposed to be sent up the line until they reach an executive who heads the organizations involved. They are then held, revised, or sent directly down the line to the appropriate officials and departments. The reason for this circuitous route is to inform higher officials of things occurring below them, Jasson and Narrisa, (2012).

Horizontal communication in an organization can serve for an efficient and accurate transfer of information and facilitate coordination, hence no accidents will happen because of lack of necessary communication and the organization functions more effectively, Robbins, et al., (2010).

In strategic organizational communication process the communication is flow internally and externally. For the purpose of this study it becomes apparent to see the two of them.

## **2.9. Communication in the Organizations**

Organizational communication is a combination of internal and external communications. Hence, internal communication refers to communication that takes place among employees of the organization; it includes formal, informal, vertical, horizontal and diagonal communications. Thus, the communication activities through the organization are putted as follows.

### **2.9.1. Formal and Informal Communication**

In an organization there are two types of communication that occur, these are formal and informal communication. Formal communication is "the sharing of messages regarding the official work of the organization", while informal communication is "the sharing of unofficial messages that are unrelated to the organization's formal activities"

,Greenberg and Baron, (2008). Formal communication in an organization follows an organization's "chain of command", Bratton, et al., (2007). It is impacted by the organizational formal structure, which indicates "the formally prescribed pattern of interrelationships existing between the various units of an organization", Greenberg and Baron, (2008).

Therefore, the formal communication follows the prescribed rules about who is to communicate with whom, Greenberg and Baron, (2008). In this formal communication structure, it is settled who the authority in the organization is that is responsible for answering the subordinate, and who is responsible for answering the superior.

These rules about who may communicate with who for the organization to operate properly are fixed and defined, Greenberg and Baron, (2008).

That is to say, they do not change just because of personal reasons. Informal communication in today's organizations is often used as a means of work-oriented communication. The informal connections between members in the organization build an informal communication network through which they share informal information. People in the network transmit information to others with whom they come into contact, so the informal communication breaks off the organizational boundaries.

Obviously, understanding how formal communication functions within an organization are very important, which is considerable amount of the early research on organizational communication examined formal communication. To help us further understand formal communication in the organization, we're going to look at it by examining the three directions communication happens within an organization: downward, upward, horizontal or lateral.

### **2.9.2. Internal and External Communication**

Communication happens inside and outside the organizations whether it is managed or not. It is often observed that daily interactions between people are a necessary part of getting the job done. According to Ralph and Liz, (2009) as companies and

organizations grow globally, however, such interactions become increasingly complex. Employees may become disconnected by their place within the hierarchy, their office location, how the work is divided up or through psychological discomfort with management practices.

As to them Internal communication is the term used in the UK and elsewhere to describe an organizations managed communication system where employees are regarded as a public or stakeholder group. In addition, Stauss and Hoffmann, (2000) view internal communication is ‘the planned use of communication actions to systematically influence the knowledge, attitudes and behaviors of current employees.

With respect to communication flows between the corporate organization and its environment, a distinction may be made between endogenous communication flows (from inside to outside) and exogenous communication flows (from outside to inside). In mapping these flows, it is important to focus on patterns, not incidental cases. Moreover, it is possible to determine to what extent such patterns are interactive in nature; that is, whether they form part of a verbal or written communication feedback system, digital or otherwise, Van Gemert and Egbert Woudstra, (1999).

### **2.9.3. Corporate Communications**

Due to the very reason that corporate communication is much emphasized today and has got keys in organizational management system it has been attributed much for organizational success in world of management.

As a result, the numbers of professionals is working in the area, and equally the numbers of university courses and professional training programs that cater for their development, have mushroomed in recent years.

Here, Van Real (2016:251) states that “Corporate communication encompasses marketing communications, organizational communications, and management communications. By “corporate communication”, it means a coherent approach to the development of communications in organizations, one that communication specialists can adopt to streamline their own communications activities by working from a centrally

coordinated strategic framework. Since the 1980s, the perspective of “corporate communication” has found a receptive ear at senior levels and among communication specialists. In the Netherlands, for instance, early proponents of corporate communication were inspired by consulting firms. They found an appreciative audience in large companies and large government institutions. Most of the time, they stimulated companies to launch corporate image campaigns, and recommended increased uniformity in communication policies”.

In trying to define corporate communication Ralph and Liz, (2009) says it would be disingenuous not to consider the view that is all about using communication to win arguments, by persuading as many people as possible to support or, at the very least, not object to the activities of an organization, to buy products, use service or support political parties and ideologies (among other things).

Corporate communication adopts a “corporate” point of view. It is Derived from the Latin “corpus” meaning “body” or “the whole”, it invites communication specialists to focus, first and foremost, on the problems of the organization as a whole. Corporate communication therefore addresses the fulfillment of organizational objectives, Van Real, et al., (2016).

In the field of corporate communication there are a lot of scholars give a definition for the term corporate communication from those scholars Grunig, et al., (2002) define corporate communication as relationship management. A contrasting view sees corporate communication as a mechanism for advocating an organizations positions and increasing its influence/power/profitability. One of the key dimensions of corporate communication understands its relationship to overall organizational communication, Ralph and Liz, (2009). And also the other scholar defined “Corporate communications is a management function that offers a frame work and vocabulary for the effective coordination of all means of communications with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent”,Cornelissen, (2004).Overall,a definition of corporate communications is required; these characteristics can provide a basis for one.

We define corporate communication as the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable starting points with stakeholders on which the company depends. Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organization, with the common goal of enhancing the organization's ability to retain its license to operate, Van Riel, et al., (2016).

## **2.10. Management Practices**

The manager of today's complex organization has a many faceted job setting objectives, organizing work motivating employees, evaluating performance, and training personnel today's manager is a combination coach, teacher, judge, specialist, generalist, coordinator, planner, and motivator. Fulfilling these roles requires a clear understanding of the fundamentals of communication because communication is the very essence of any organization it is the focal point of executive action. This organizational activities central to the control and survival of organizations and is a requisite to effective management if there is one activity which describes the function of a manager, it would be communication. Management is getting the things done through others. The people working in the organization should be informed on how to do the work assigned to them in the best possible manner, Welch & Jackson, (2007).

When one sees the extra value of management it is to develop a shared vision of the company within the organization, establish and maintain trust in the organizations leadership, initiate and manages the change process and strengthen the organization. For this purpose strategic organizational communication is quite relevant for the proper handling of organizational management system.

### **2.10.1. Management Communication**

Managerial communication cannot be considered outside management. It represents a main, fundamental component of management. The evolution of management determined the elaboration of certain specific forms of managerial communication for each stage of its development. Due to differences between its attributes and to their complexity (as administrator, the manager organizes the processes existing at the

organizational level; as a leader, he makes decisions, he leads efficiently; as an entrepreneur, the manager acts at the right moment for the good functioning of the organization), managerial communication becomes a real force, having a central role in the activity developed by each manager.

Each manager must develop and promote a politics based on a system of communication that allows him to continuously adjust the structure and the organizational process to the permanently changing conditions.

One of the most important components of the leadership activity is represented by the exchange of informational elements and messages between the head of the company and his subordinates, as well as between the employees without any leading positions. In relation to the other ways of communication, the particularities of the managerial communication are generated by the aim, objectives and functions (roles) of this type of communication, by the structure of the organizations, as well as by the context of the organizational culture. The managerial communication in any type of organization follows specific ethical norms that are to be found within the organizational culture, the organizational politics and obviously in the individual ethics of those employees that occupy leading positions, Vladutescu, (2015).

The purpose of management communication is to facilitate the orderly operations of the organization. Also, to promote understanding of an organization's mission, vision, and goals; and to supply information needed in day-to-day operations, including customer and vendor transactions and customer and staff training, Hallahan, (2007).

## **2.11. Integrated Marketing Communication (IMC)**

Marketing communication has evolved in recent years as communication between the producers or service providers and their customers turn from one way to interactive. The more interactivity and frequency of contacts are expected to dominate the way to reach customers.

Many people think of marketing as only selling and advertising. Today, marketing must be understood not in the old sense of making a sale telling and selling but in the new

sense of satisfying customer needs. The marketing concepts hold that achieving organizational goals depends on knowing the need and wants of target markets and delivering the desired satisfaction better than the competitors do. Broadly defined, marketing is a social and managerial process by which individuals and organizations obtain what they need and want through creating and exchanging value with others. Today, more companies carefully integrates it's mainly communications channels to deliver a clear, consistent, and compelling message about the organization and its brands. IMC ties together all the companies' message and images. In developing an effective integrated communications and promotion programs marketers must identify the target audience, designing message, choose media, select the message source and collect feedback, Kotler, (2012).

Marketing has been defined as the sharing of information, concepts, and meanings and out products, services and the organization that sell them by the source and recover. Marketing communication is targeted interaction with customers and prospects using one or more media, such as direct mail, news paper, and magazines, television, radio, billboard, Tele marketing and the internet, Olujimi, (2014).

As Hallahan, (2007) the purpose of marketing communication is focused on creating awareness and promotes sales of products and services.

Also, to attract and retain users and customers, including intermediaries in distribution channels. Among nongovernmental organizations and other not-for-profit organizations, marketing communications incorporates fundraising and development communications.

## **2.12. Theoretical Frame Works**

Organization theories will apply in this study as frame work from theoretical perspective to examine the organizational strategic communication and management practice. From the organization theories, system and human resource approach will present. From strategic communication angle the strategic communication frame work will present.

### **2.12.1. Human Resource Approach**

A number of organizational programs exemplify the use of human resources principles in today's organizations. These programs all emphasize team management and the importance of employee involvement in ensuring product or service quality and organizational productivity, Miller, (2012).

Organizational communication and internal communication as part of the overall corporate communication remit. It is evident that the PR and HR/personnel functions should and must work in a collaborative way to communicate with employees. For example, where there is a re organization, a merger, an acquisition or layoffs, HR must play the lead role in renegotiating employees' contracts, terms and conditions and location. However, PR is vital to communicating these kinds of change in an appropriate and timely way and in helping to maintain morale. HR is sometimes the host department for internal communication, Ralph and Liz, (2009).

### **Content of Communication**

For human resources organizations, innovation-related communication is also valued. The organization encourages employees to deliver new ideas and suggestions about how to do different tasks, develop new products, and so on, Miller, (2012), since it regards employees as sources that can contribute to the organization.

### **Direction of Communication Flow in Human Resource Approach**

In a human resources organization, the goal is to encourage the flow of ideas from all locations throughout the organization. Thus, in the simplest sense, communication in this organizational approach will include all directional flows downward, upward, horizontal, and diagonal. More specifically, this multi directional communication flow often takes place in team-based settings in human resources organizations. That is, rather than restricting communication flow to the hierarchy of the organization (whatever the direction), a human resources organization will often reconfigure the organizational chart to optimize the flow of new ideas, Milller, (2012:45).

## **Channel of Communication in Human Resource Approach**

In a human resources organization, there is no single communication channel that is considered to be more important than others. The main principle of the human resources approach is to use intelligent human resources so that organizational effectiveness and productivity can be maximized. In this kind of organization, communication which is relatively lean, like written communication, is used to deliver tasks with a low level of uncertainty; while the communication which is relatively rich, like face-to-face interaction, is applied to deliver tasks with a high level of uncertainty, Miller,(2012).

## **Style of Communication in Human Resource Approach**

In the human resources organization, both the formal style and informal style of communication are applied for different reasons. While the managers use formal communication when it is appropriate, informal communication is also used to satisfy the employees' need for affiliation. Moreover, in respect of enhancing productivity and effectiveness, an informal manner still seems to be better since human beings tend to feel more comfortable contributing in a relatively informal manner,Miller, (2012).

### **2.12.2. System Theory**

Organizations are systems and subsystems of behavior that are interrelated interdependent, and interacting rather than chartable, linear or strategic structure. Organizations are dynamic, living entities that have been put together to accomplish some type of purpose they are goal oriented. Organizations follow to maintain their organizations. The system perspective is potentially a seductive for looking at organizations because a systematized pattern of behavior is practically a synonym for the concept of the organization. More properly, an organization should be viewed as a system because it is the sum total of the various parts and how those parts interact determine the output and growth of the process, Miller, (2012).

Systems theory describes organizations as a set of subsystems that affect each other and jointly interact with the external environment. Organizations have to adjust and adapt as

they change from within and as the environment changes. They form part of a social system that consists of individuals or groups (publics) such as suppliers, local communities, employees, customers and governments who all interact with it. PR is there to develop and maintain good relationships with these publics, to help the organization achieve its objectives. The theory that describes how organizations work in terms of interlocking and interdependent systems of communication, production, etc. It embraces both the internal and external environments, Ralph and Liz, (2009)

### **Characteristics of System Component**

At its most basic level, a system is an assemblage of parts, or components. In a biological system, these parts include cells and organs. In an organizational system, these components are the people and departments that make up the organization. We could also think about the larger society as a system. In this case, the parts would be the organizations and institutions that make up the society. Regardless of what particular system we look at, the first task of a systems theorist is to identify the relevant components that comprise the system, Miller, (2012)

### **Hierarchical Ordering**

A system is not simply an undifferentiated set of parts together. To the contrary, system components are arranged in highly complex ways that involve subsystems and super systems a hierarchical ordering. If you think about your body as a system, you can observe this hierarchy. Your body is composed of a number of subsystems the cardiovascular system, the digestive system, the neurological system, and so forth. In turn, these systems are also made up of subsystems for example; the cardiovascular system includes the heart, lungs, and blood vessels. We could take this even further with a consideration of organ components, cells, and so on. The same hierarchical ordering can be seen when considering the organizations a system, Miller, (2012).

### **Interdependence**

A second concept that characterizes system components is interdependence. The notion of interdependence implies that the functioning of one component of a system relies on other components of the system, Miller, (2012).

Interdependency is mutual dependence or depending on one another. Interdependency is the notion that people within an organization are dependent upon one another to achieve the organization's goals. If one part of the organization stops functioning properly, it will impact the other parts of the organization, Narissa, (2012).

## **Permeability**

A third characteristic of system components is that they have permeable boundaries that allow information and materials to flow in and out. The degree of permeability varies from system to system; some are relatively closed, where as others are extremely open. However, all biological and social systems require some degree of permeability to survive. Permeability refers both to the system as a whole which must be open to its environment and to the components within the system. For example, the human body must be open to its environment in order to take in the air, food, and water necessary for survival, Miller, (2012).

## **System Processes**

Let's now look at how these hierarchical, interdependent, and permeable components function in a system. At the most basic level, systems are characterized by input-throughput output processes. That is, a system "inputs" materials or information from the environment through its permeable boundaries. The system then works on these inputs with some kind of transformational process; this is "through put." Finally, the system returns the transformed "output" to the environment.

For example, a furniture manufacturer will input raw materials, such as wood and fabric, transform these inputs into chairs and couches, and output these products to the buying public through retail outlets. Organizations also input and transform information, Miller, (2012).

## **Chapter Three: Research Methodology**

### **3.1. Introduction**

This chapter of the study deals with the overall methods of the research, towards achieving the objective of the research. Accordingly, the research methodology including the design, research method and instrument and the data analysis techniques are covered.

### **3.2. Study Design**

The study is a comparative study of the two organizations using descriptive survey design. As the term comparative implies, this comparison of features in certain prevailing conditions of selected subject or cases. The comparison can be made by established relationships under investigation may or may not have cause-effect bases. The main interest in the comparative study is explaining how the cases match up and contrast and weight against each other. This is basically similar to case study in that the investigator has to explain the cases involved first and bring them together for further analysis and comparisons, Deribsa, (2018)

As a result, the study employs descriptive survey design which employs both quantitative and qualitative approaches for assessing the two organizations organizational strategic communication practice comparatively.

### **3.3. Method of Data Collection**

The purpose of this study is to assess the organizational strategic communication practice of ET and EEU. In order to collect and analyze the data appropriately the study will use the mixed methods.

As the name implies, mixed research method incorporates both qualitative and quantitative elements in its structure. It involves the collection and analysis of qualitative and quantitative information in a single study. The obvious assumption behind the use of mixed method is that integrating qualitative and quantitative methods about a situation results better understanding than using only one of the pure methods. In practice, the application of mixed method usually becomes necessary in studying

complex cases like organizations although the decision for specific techniques to apply basically depends on the intention of the investigator and result expected, Deribsa, (2018).

In order to achieve the objective of study the study will use mixed method to find the results better understanding by using in-depth interview and survey questioner.

There are two types of data, Primary and secondary. The former is a type of data obtained through direct communication with the concerned bodies or informants through in-depth interview and critical observation. Secondary data, on the other hand, is to gather relevant inputs from existing records, such as books, researches, reports, conference proceedings, magazines, newspapers, archives etc, Kumar, (2011).

In this study both primary and secondary data collection method will apply. Accordingly the primary data collection methods include in-depth interview and survey questionnaire. The secondary data will be taken from websites and organization news papers.

### **3.3.1. Survey Questionnaire**

Survey questioners are very popular tools in research projects. They are especially effective for obtaining a lot of information about opinions and attitudes for participants. Survey questions usually lend themselves to quantitative analysis.

The survey questionnaires were distributed systematic randomly among employees of ET and EEU who work in head office, Addis Ababa. ET head office has around 2100 employees. The office is found in different towers around Black Lion (post office, Trakon , 'Dilbtigl' and Eyor tower). EEU on the other side has 2150 employees. The office is found at Piyassa.

The respondents to be included in the study will be the employees of the organization. The survey is conducted in a drop-off survey method walking from office to office. The student researcher requested the respondents face-to-face if they possibly participate on the survey and will assured that their participation is voluntary and

their particular answers are kept confidential. Beside, demonstrate 60(30) from the two organizations will be distributed to select customers of the two organizations so as to demonstrate the challenges of organizational strategic communication from the customer's side.

### **3.3.2. In-depth Interview**

The in-depth interview is a technique designed to elicit a vivid picture of the participant's perspective on the research topic. During in-depth interviews, the person being interviewed is considered the expert and the interviewer is considered the student. The researcher's interviewing techniques are motivated by the desire to learn everything the participant can share about the research topic. Researchers engage with participants by posing questions in a neutral manner, listening attentively to participants' responses, and asking follow-up questions and probes based on those responses. They do not lead participants according to any preconceived notions, nor do they encourage participants to provide particular answers by expressing approval or disapproval of what they say. In-depth interviews are usually conducted face-to-face and involve one interviewer and one participant. When safety is an issue for the interviewer, the presence of two interviewers is appropriate. In these situations, however, care must be taken not to intimidate the participant. Phone conversations and interviews with more than one participant also qualify as in-depth interviews, Natasha, et al., (2005).

An interview is preferred when interpersonal contact is important and when opportunities for follow-up of interesting are desirable. Hence, for this study face to face semi-structured interviews were carried for collecting data using interview guide which was prepared and administered to key informants who are purposefully select from the organizations CEO, corporate planning and communication department.

### **3.4. Sample Size**

#### **3.4.1. Interview and Survey Questioner for ET**

The in-depth interview will focus purposively the organization CEO, strategic planning and communication department. To evaluate the organizational strategic communication practices. Accordingly, the student researcher will make in-depth interview from each department one person was interviewed. This means three peoples interviewed for the purpose of the study.

On the other part, the study used 50respondents from a total of150 target population of employees by systematic random sampling technique by taking every 3<sup>rd</sup> sample (every N<sup>th</sup>) from three different departments which were communication, strategic planning and CEO office.

#### **3.4.2. Interview and Survey Questioner for EEU**

In the organization there are around fifteen departments. The in-depth interview purposively focused on CEO, planning and reporting, and communication office taking totally five informants .The survey questioner will provide for 51 from 152 populations by selecting every 3<sup>rd</sup> numbers 1/3 every N<sup>th</sup>in the organization.

### **3.5. Sampling Techniques**

The technique or procedure of sample selection is divided in two broad categories. They are non-probability and probability. In this study the student researcher will use both probability and non probability sampling techniques

#### **3.5.1. Probability Sampling Techniques**

Probability sampling is also known as random sampling or chance sampling with the assumption that it gives equal chance of being selected for each member in a given population. Several types of probability sampling are known in research today the most common types of probability sampling techniques are; simple random, systematic random, stratified random, cluster random and multi-stage random sampling. For this study the student researcher used systematic random sampling technique to select the employees of ET and EEU for survey questioner.

### **3.5.2. Non-probability Sampling Techniques**

Non-probability is also known as non-random sampling; and it is a technique in which there is no way to estimate the chance with which every element is included in the sample. the most common types of non-probability sampling are accidental sampling availability sampling, purposive sampling, and quota sampling for this study the student research will use purposive sampling technique, so the in-depth interview follow purposive sampling technique to select the CEO and top level managers for in-depth-interview.

### **3.6. Method of Data Analysis**

In mixed method The study begins with a broad survey in order to generalize results to a population and then focuses, in a second phase, on detailed qualitative, open-ended interviews to collect detailed views from participants, Creswell, (2004).

To analyze the quantitative data the researcher will use different tables, graphs to analyze survey/ questionnaire using SPSS version 20 so as to study the differences and relationships in handling the organizational strategic communication of the two organizations. The qualitative data from the in-depth interview with experts will be analyzed using narrative analysis.

## **Chapter Four: Data Analysis and Discussion**

### **4.1. Introduction**

The present study was to assess the practice of organizational strategic communication of the two big service providing organizations in Ethiopia, Ethiopian Telecommunication and Ethiopian Electric Utility. Towards this the study specifically focuses on finding out the strategic organization communication practices in the organizations, assessing organization strategic communication in the management of the organization, examining the level of employees participation on the strategic communication practices in the organization, and identifying the challenges and problems in strategic communication practices of two organizations.

The study essentially combined qualitative and quantitative (mixed) research methodology. Thus, the study data was collected by means of two method approaches, namely the survey questionnaire and in-depth interview.

Towards working on the objective of the study a four page questionnaire with 19 single answer questions and 17 likert scales anchored from very dissatisfied to very satisfy for employees and customers was prepared. The question was distributed among 102Ethio-telecom and Ethiopian electric utility employees who work in central Addis Ababa head offices and 60 for both organizations customer found in Addis Ababa through face-to-

face contact at service delivery spots of each organization. Generally, the response rate from 161 questionnaires was 90 percent.

Accordingly, the evaluation and interpretation was done through the tabulation and graph of answers in accordance with frequencies and percentage. Thus, descriptive statistics were used as they allow the data to be organized, summarized and presented by frequency and percentage. On the other hand the second study tool was in-depth interview accordingly the student researcher contacted five key informants by considering their responsibility in organizational strategic communication practices. Thus, to indicate interview key informants the student researcher uses pseudo names which is “EI” for Ethio telecom informants and “EEI” for Ethiopian Electric Utility key informants.

In this regard, the first section of the questionnaires’ included demographic variables such as gender, age, educational level and length of time employed within the organization.

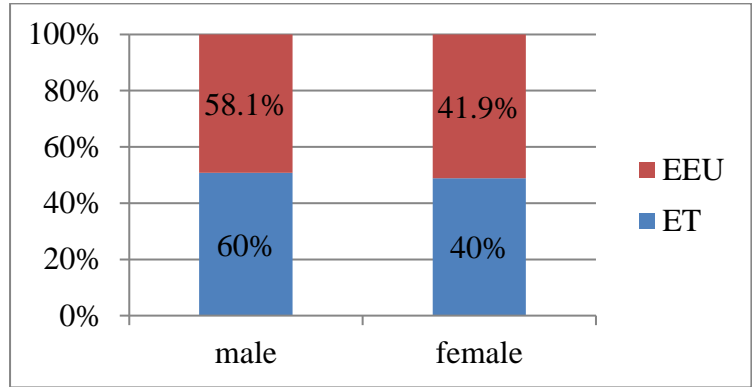
The second section includes different types of question with choices, and lastly the third section included likert scale question. Under this chapter what strategic communication practices in the organization are put in place, how the management, staff members, employees evaluate the communication practice, how far the employees participate on the strategic practice in the organization and what are the existing challenges and problems of strategic communication in the organization are answered through quantitative and qualitative data presentation analysis as it was indicated from the outset under the research question section of the first chapter.

## **4.2. Demography data presentation**

### **4.2.1. Gender**

Below this, figure one indicates that the total number of males and females of ET and EEU employees who participated in the survey.

Figure. 4.1. Sex Distribution of ET and EEU Respondents



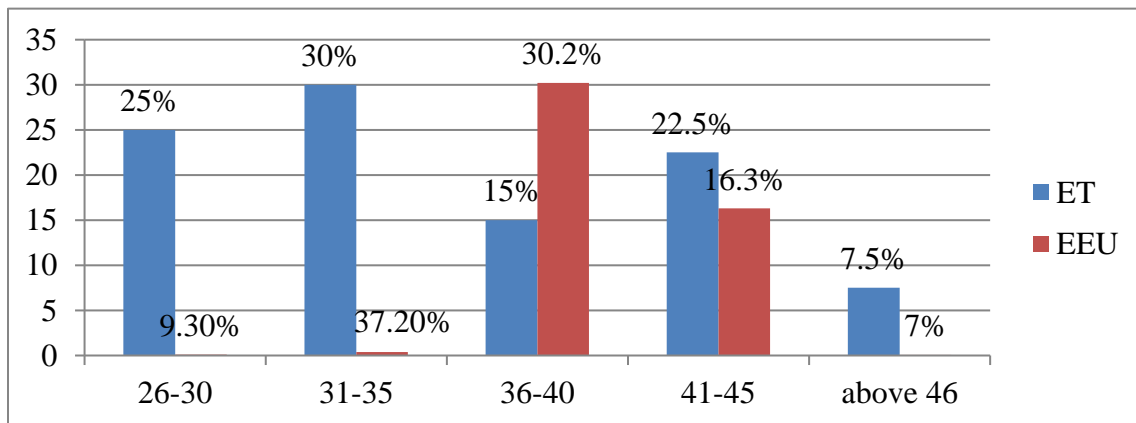
**Source: survey data, 2019**

In this study the student researcher distributed 50 questionnaires for 101 respondents and the response rate is 83%. Therefore, from ET the total population 16(40%) respondents are female and 24(60%) are male respondents. On the other hand, the total number of EEU female respondents was 18(41.9%) and male respondents was 25 (58.1 %) from the total population. Thus, female respondents were slightly less than men employees in number on both organizations.

#### 4.2.2. Age Distributions

Under this, figure two indicates that the total age distribution in ET and EEU employees who participated in the survey.

Figure. 4.2., Age distribution of ET and EEU respondents



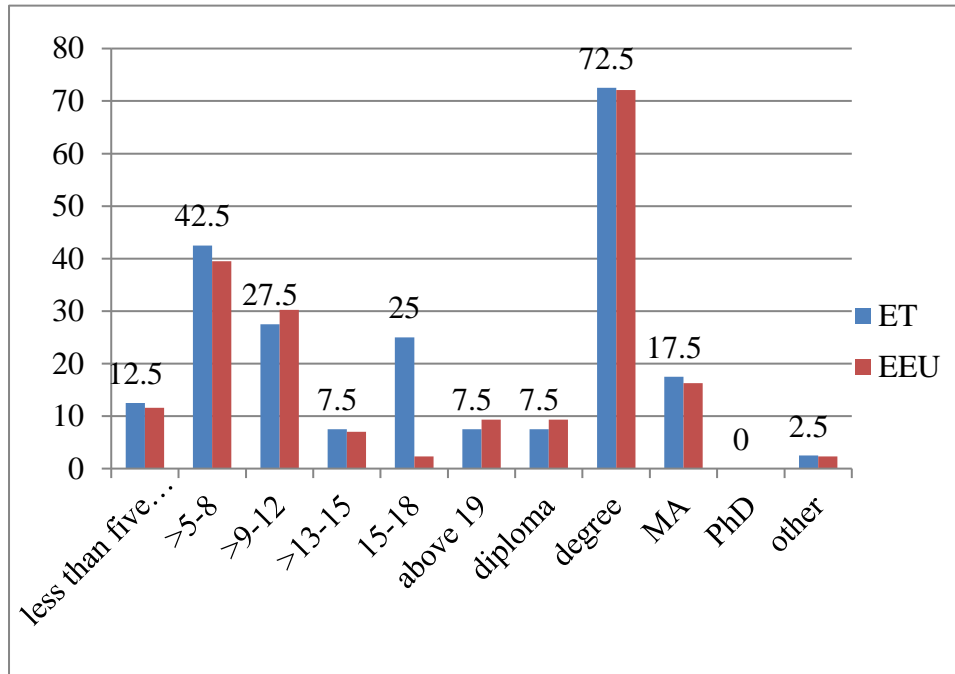
**Source: survey data, 2019**

The data indicated that most respondents of ET found between ages 26-30 which account 10 in number and 25 in percent of the total number of the population. The other respondents age found 31-35 were 12 in number and 30 in percent. The respondents' age between 36– 40 categories were 6 respondents in number which is 15%.The respondent age 41-45 categories were 9 respondents in number which is 22.5 percent and the least number of respondents found above the category age above 46 which is 3 in number and 7.5 percent of the respondents. In contrast, most respondents of EEU employees age was found from 26-30 which account in number four (9.3) in percent. The other respondent's age were found 31-35, 16(37.2%). ages group 36-40 13(30%). From the total population age group 41-45 respondents' number were seven (16.3%). The least number of respondents were found age group above 46 which account 3(7%). Generally, these data demonstrates that both organization was mostly comprised of people above the age of 30 and below of 39 which may be categorized as energetic.

#### **4.2.3. Work Experience and Educational Level**

Below this,figure three indicates that work experience and level of education of ET and EEU from total number of the respondent who participate in the survey.

Figure. 4.3. Length of Time in the Organization



Source: survey data, 2019

Regarding the educational background of the respondents, the respondents having first degree numbered 29 which are the largest number of the respondents by 72.5 percent from the total population. The second large numbers of respondents are respondents who have MA degree numbered 7 which is 17.5 percent from the total population. The third respondents are those who got diploma and they are three which is 7.5 percent from the total population. The other respondents were the respondents of other level of education which make only 2.5 percent from the total sampled population. Likewise, most EEU respondents had first degree which accounts 31(72.3%) from the total population. The other respondents were MA holders from the total population covered seven (16.3%). Diploma holders were four (9.3). the least respondents were found in other education level which accounts 1 (2.3%). It is understandable from the data the organization have many workers holding the first degree.

Then again, for questionnaire that ask how long respondents had been on their current Position in the organization, most of the respondents in ET were found between five up to eight years which is the largest by 17 (42.5%) respondents in this category. The second largest category was the respondents which is found in between 9-12 years

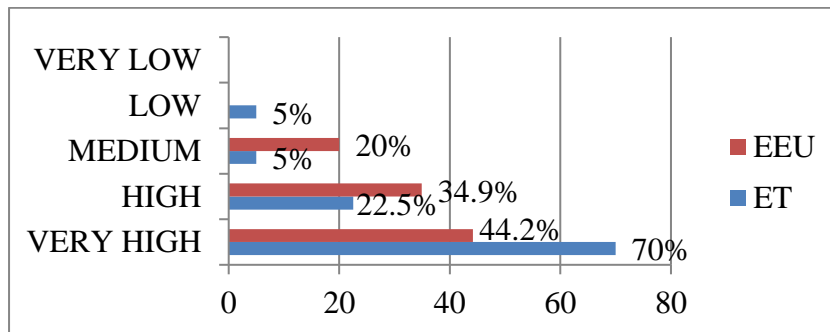
category that records 11 (27.5%) of the total respondents. The category of the respondents that served less than a five year which account 5 (12.5%) and the respondents with more than 19 years stayed in the position was three (7.5%) in which the least number of respondents found in that category. The least number was respondent's found between 15 up to 18 category that records one (2.5%) of respondents respectively.

In contrast most EEU respondents from the total population worked five up to eight years were 17(39.5). The second most respondents found 9 up to 12 years were 13(30.2).respondents worked about less than five years were five (11.6).other three (7%) respondents were worked for 13 up to 15 years. from the total population four (9.3%) respondents worked above 19 years the lest respondents one (2.3%) worked 15 up to 18 years.

### 4.3. The Role of Communication in the Organizations

The role of communication in organization is quite central since it involves effective handling of internal and external matters of organizations. In relations to this respondents were asked about what they think about the role of communication in their organization.

Figure. 4.4. The role of communication in your organization



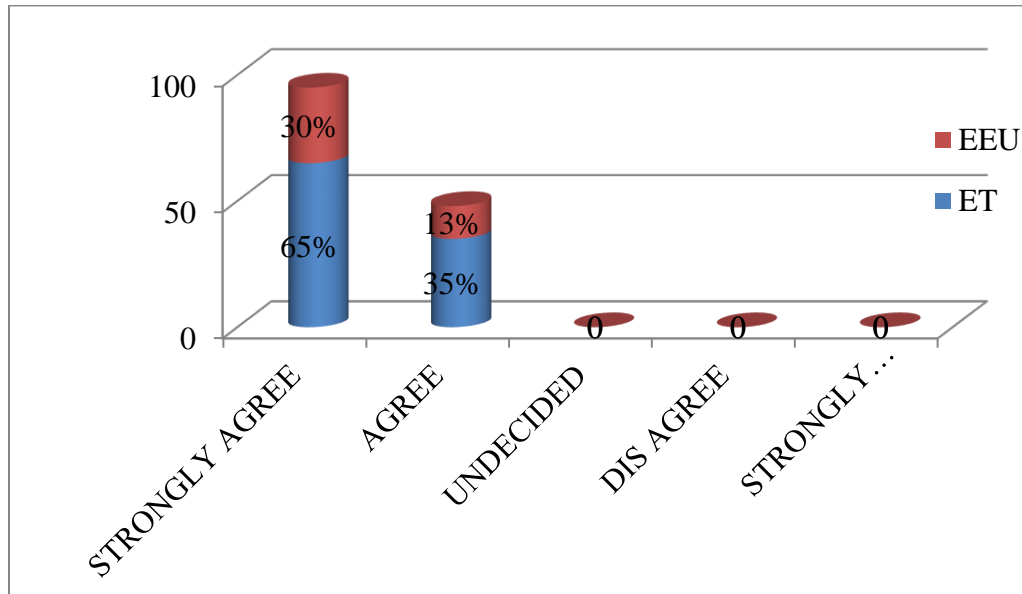
Source: survey data, 2019

The above graph indicates 28 respondents which account 70% believes that communication have very high role for the organization from the total population.

The other nine respondents (22.5) percent of the total population respondents believes that communication have high role in the organization. The least respondents from the total population believes that communication have very low role for the organization which accounts two (5.0) percent. Alike, from the total population of EEU 34(78.2 percent) respondents believed that communication have high value for organization and the other respondents believed that communication have medium value for organization which accounts nine (20.9%). Least respondents believed that communication have low value for organization.

Thus, the data indicated that the employees of the organization understand that communication brings people together, closer to each other and it bridges the gap between individual and groups through flow of information and it is one of the basic tools available to management for accomplishing organizational objective. In related with this, the question was raised for employees they believe or not communication is a blood vessel for one organization.

Figure. 4.5. Communication is a blood for organizations



**Source: survey data, 2019**

The above table depict that all of the respondents from the total population believed communication is the blood for any organization from strongly agree-agree level.

Thus, Communication has a lot of functions in the organization. In operating the organizational management effectively noting can possibly carried out without communication.

In today’s organizations environment, effective communication becomes a fundamental requirement. Communication is one of the most dominant and important activities in organizations because relationships grow out of communication, and organizations function and survive based on effective relationships among individuals and groups. Communication helps individuals and groups coordinate activities to achieve goals, make decisions, solve problems, share knowledge and manage change processes.

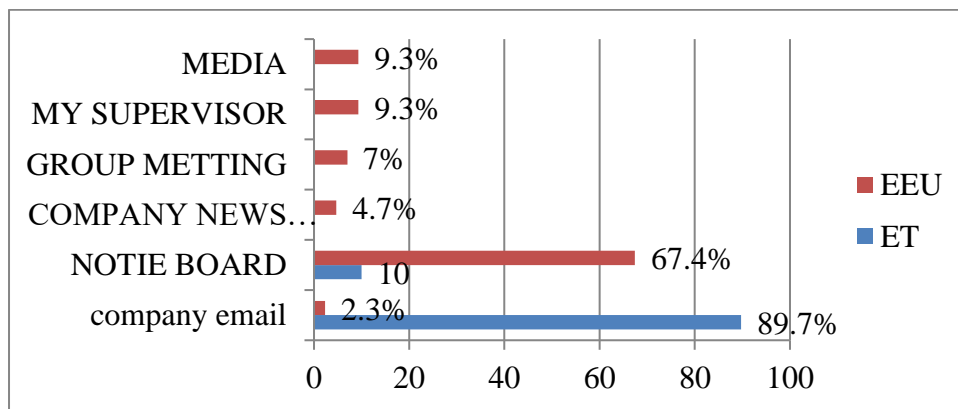
According to Keyton, (2005) communication is the lifeblood of all organizations: it is the medium through which companies large and small access the vital resources they need in order to operate. It is through communication that organizations acquire the primary resources they need (such as capital, labor, and raw materials) and build up

valuable stocks of secondary resources (such as “legitimacy” and “reputation”) that enable them to operate.

#### 4.4. Internal Channels of Communication

As an organizational communication system, the role of communication is mostly descended through the channels of the communication and its actual use in the organizational management system. Based on this

Figure 4.6, existing internal channels of communication in the organizations



Source: survey data, 2019

The respondents replied that they mostly use company email in Ethio-telecom whereas Ethiopian Electric Utility uses mostly notice board. The above table indicates that company e-mail is the most common medium of communication in ET. 35(87.5) percent of the respondents asserted that it is the main source of their information. In contrast in EEU 29(67.4%) respondents said notice board is the main source to get information for the communication. This is a better indication that the company is doing well in formal communication. That’s why other communications are a minimal source of information, in the company. It is easy to conclude that face-to-face communication, though supposed to be the most effective, is still uncommon in the organization. In a human resources organization, there is no single communication channel that is considered to be more important than others. The main principle of the human resources approach is to use intelligent human resources so that organizational effectiveness and productivity can be maximized. In this kind of organization, communication which

is relatively lean, like written communication, is used to deliver tasks with a low level of uncertainty; while the communication which is relatively rich, like face-to-face interaction, is applied to deliver tasks with a high level of uncertainty, Miller,( 2012).

An effective internal communication department needs to raise its credibility most especially inside the organization. Based on the interview data and what is specified in the organizational internal communications, ET and EEU internal communication have the responsibility to transfer different information's through the organization by using different channels of communication. In contrast, internal communication is staffed differently in the organizations. Before eight years ago a France telecom was set the company's structure. Accordingly, in ET internal communication is staffed under the human resource division. Differently, internal communication in EEU is found under corporate communication directorate.

David Ashnford, (2001) devoted his master's dissertation to the question of the function most natural home. His findings suggests that in larger companies internal communicators mostly have a reporting line to public relations, where as small organizations link it to human resource. Accordingly, ET's internal communication carry out any activities in the section those activities are communicate day today information about internal issues by contacting different departments in the organization, preparing different events, assessing employee satisfaction survey.

*As internal communication section we have the responsibility to actively communicate internal employees with different communication channels. But the major channel of internal communication in ET is intra-net. With this channel we can easily deliver new information, and also we prepare tips based on the company strategy .example: tips regarding work ethics. The further internal communication channel in the organization is flash info (e-mail).according to this all employees have e-mail address in addition to we can transmit information easily with these existing channels. "EI"*

As 'EI', face-to faces communication as well the other communication tool for internal employees. Thus, the communication is fixed per quarterly or quarterly meeting with high level managers. On the other hand, in EEU internal communication has different responsibilities like ET. Unlike, the channels of communication are not enough for effective internal communication hear in EEU. It also said "In our organization face to face communication is the basic tools of communication". (EEI1)

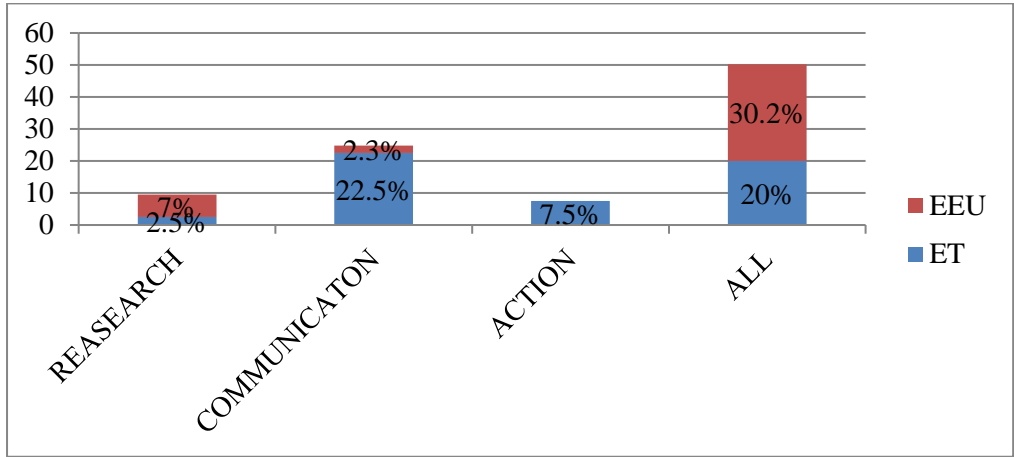
As "EEI1", in the organization the responsibility of internal communication is to address employees with different channels of communication. The basic and effective internal communication tool in the organization is face to face communication.

Accordingly, from the channels of communication face to face communication is one of the effective communication tools but know a day's there is booming in digital technologies thus, such communication types are not practice in many organizations. The other communication channels in EEU are notice board, office phone (mobile) and e-mail. But as "EEI", e-mail is mostly used by high level managers.

#### **4.5. Activities of Communication Departments**

The communication activities of the organizations are expected to include research action, communication and evaluation. In this regard, it appears the ET mostly focuses on communication where as EEU communication activities are not visible indicated in the graph below.

Figure 4.7, activities of communication section (directorate)



**Source: survey data, 2019**

Related with the above question most of the time ET communication department activity is communication which accounts nine (22.5%) the other respondents select all which includes research, communication and action. on the other hand from the total population of EEU 13(30.2%) respondents selected all activities that included in the choice.

#### **4.6. Structure of Communication Department**

Based on the interview data and what is specified in the organizational structure of the two organization when one sees the structure of communication departments in both organizations, there is a big different between them. The student researcher can't get an organizational chart of both organizations communication department. For this reason, the student researcher tried to narrate both organizations structure.

In ET, the communication department is alienated in to three sections, as internal communication, corporate communication and marketing communication. Those sections have different duties. In the organization Internal communication is found under human resource division at section level and it have a responsibility for internal employees only. On the other hand, corporate communication is found under chief executive director.

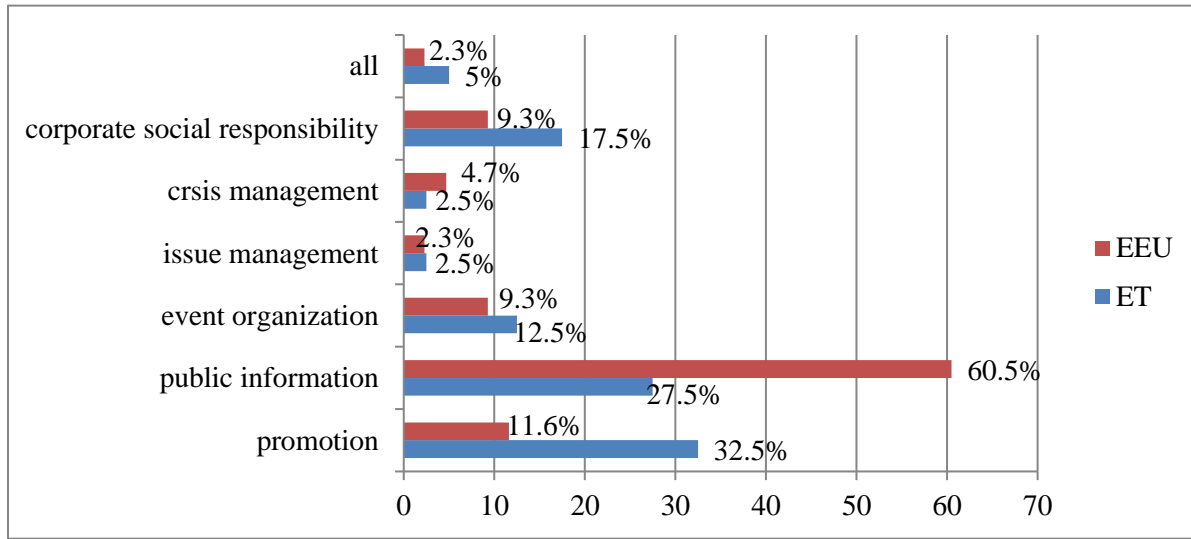
Under chief executive director there are three sections the first one is corporate communication section which have the responsibility for external communication, the second is corporate social responsibility which have the responsibility to address different social responsibility issues of the organization for the purpose of image building, the third is women's and children's affaire.

Thus, in the organization the chief executive director is integrating all the communication activities and the director also a member in strategic management team. The other communication section is found under marketing division called marketing and communication which have a main duty to communicate only good and services. In contrast, EEU communication department structure is contrary from ET. In the organization all communication activities are done under corporate communication directorate. The directorate has two main responsibilities, image building and creating mutual interest internally and externally. Thus, in the department the director is a member of strategic management team.

#### **4.7. Function of Communication Department**

The function of communication department indicates about the focus of public relations and communication activities of the two organizations. Towards this, different functions of public relations

Figure 4.8. The responsibility of communication section (directorate)



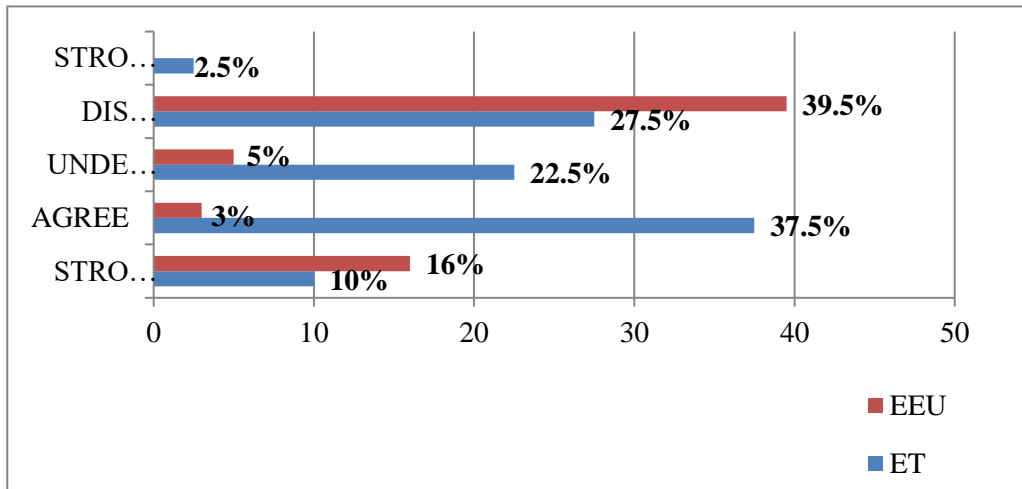
**Source: survey data, 2019**

As depicted on the above bar graph, 13 respondents or 32.5 percent of the respondents were considered promotion is the most responsibility of communication department. In addition, the other respondents 11(27.5) percent considered that public information is the most responsibility of communication department. The other respondents considered that corporate social responsibility is most responsibility of communication department which accounts seven (17.5) percent from the total population. The fourth respondents from the total population five (12.5) considered event organization is the most responsibility of the communication department. The least number is crisis management and issue management both have two (5%) from the total population. in contrast, 26(60.5%) respondents selected public information. the second respondents selected promotion which account five(11.6%).the third four (9.3) respondents selected event organization as the responsibility of communication department. In this case, the number of respondents who selected corporate social responsibility was also four in number and 9.3 in percent. The least respondents select issue management two (4.7) and all one (2.3) percent from the total population.

The data clearly showed that both organization respondents believed that the most responsibility of communication is public information and promotion. Also, a question

was raised about what the employees perceive about the placement of communication as appropriate in the organization.

Figure. 4.9, communication is given appropriate position in the organization



Source

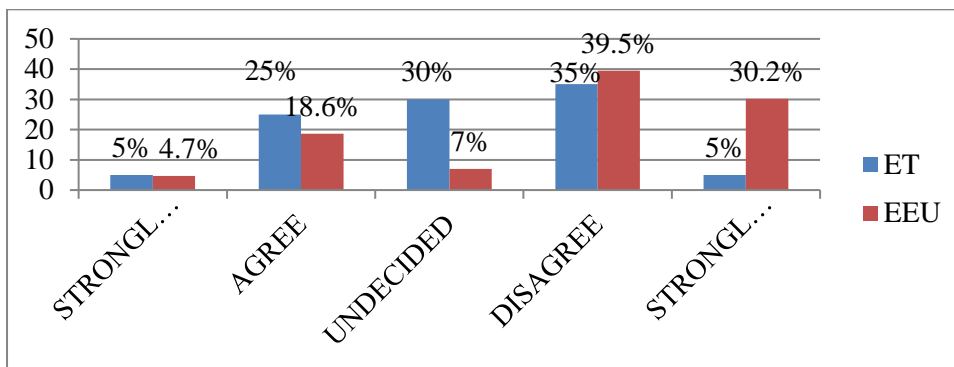
e: Survey data, 2019

In the above case ET respondents set their level of agreement from strongly agree-agree which account 47.5% from the total population. The other 22.5% were not sure whether the communication department is given appropriate position in the organization. The last 30% respondent’s rate their level of agreement from disagree-strongly disagree. Then again, most of EEU respondents seat their level of agreement from disagree up to strongly disagree which account 42% from the total population. 19% agreed and three percent of respondents were not sure. Thus, the data indicated that communication is not given appropriate place more in EEU. Communication has a lot of functions in the organization. In operating the organizational management effectively noting can possibly carried out without communication. In today’s organizations environment, effective communication becomes a fundamental requirement. This means lack of communication that occurs in higher degrees and spread to whole organization may cause misunderstanding of the employees according to this we can see different function of communication in the organization. Communication is, therefore, at the heart of organizational performance. The success of an organization’s efforts to acquire

resources and to influence the context within which it carries out its activities depends heavily on how well and how professionally a company communicates with its resource holders.

The place of public relations and communication can be best observed from whether there are sufficient opportunities within the organization to critically reflect on managerial policies, or to give suggestions for improvement.

Figure. 4.10. Sufficient opportunities for employees to reflect suggestion and improvement on managerial policies



**Source: survey data, 2019**

For the above case 30% of ET respondents set their level of agreement from strongly agree-agree. And, the other 30% of respondents didn't sure about the case. The last and most respondents set their level of agreement from disagree-strongly disagree which accounts 40% from the total population. EEU also set the level of agreement from strongly agree-agree which accounts 23.45% for the above case. The other seven percent of respondents didn't sure about the case. Most respondents set their level of agreement from disagree-strongly disagree was 69.7% from the total population.

Generally, both organizations didn't give sufficient opportunities for employees to reflect different suggestion and improvement on managerial policies.

In a human resources organization, the goal is to encourage the flow of ideas from all locations throughout the organization. Thus, in the simplest sense, communication in this organizational approach will include all directional flows downward, upward, horizontal, and diagonal. More specifically, this multi directional communication flow

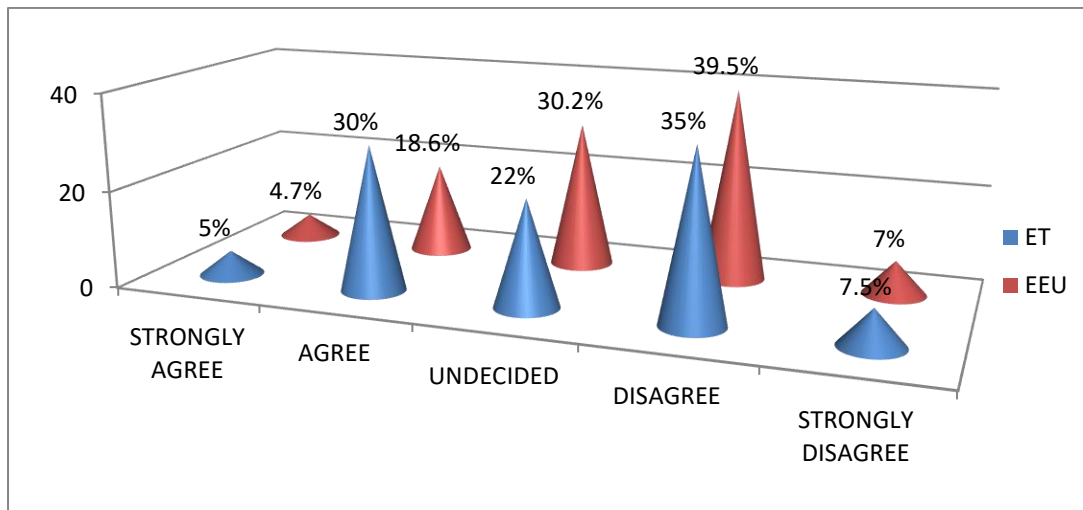
often takes place in team-based settings in human resources organizations. That is, rather than restricting communication flow to the hierarchy of the organization (whatever the direction), a human resources organization will often reconfigure the organizational chart to optimize the flow of new ideas, Milller, (2012).

Based on the interview data and what is specified in employees participation to suggest and reflect different ideas , Both organizations key informants said there is also different mechanisms to critically reflect ideas and suggestion in different managerial polices. “There is a different mechanism for our employment help to reflect their questions in different organizational issues, policy and strategies etc. The main mechanism is our intranet channel. In this channel the employees can forward any questions”. (EI2).

In EEU there is no a clear scheme about how employees forward different question for the management. It is stated that “In our organization employees can forward their questions face to face” (EEI1)

The level of the organizations attention for employee’s suggestion is also examined. Based on this, it is

Figure. 4.11, the organizations attention for employee’s suggestion

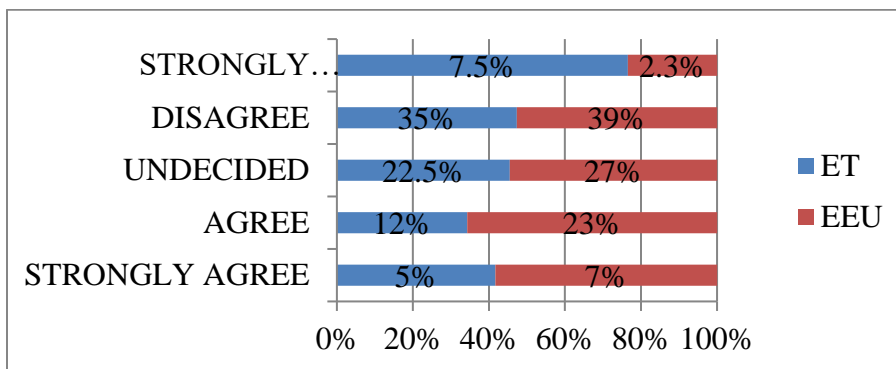


Source: survey data, 2019

The above graph showed, 35% of ET respondents seat the level of agreement from strongly agree-agree. The other 22% were undecided. Most of respondents from the total population seat their level of agreement from strongly disagree-agree which account 42%. On the other hand, 23.2% of EEU respondents rates the level of agreement from agree-strongly agree. The second respondents chose undecided by 30%. Most of respondents seat the level of agreement from strongly disagree-disagree which accounts 47% from the total population. In general, both organizations management didn't give attention for employee's suggestion.

The level of the communication with different departments is examined and the degree of agreement on the level of its very good practice is presented under.

Figure. 4.12. Communication with deferent departments is very good

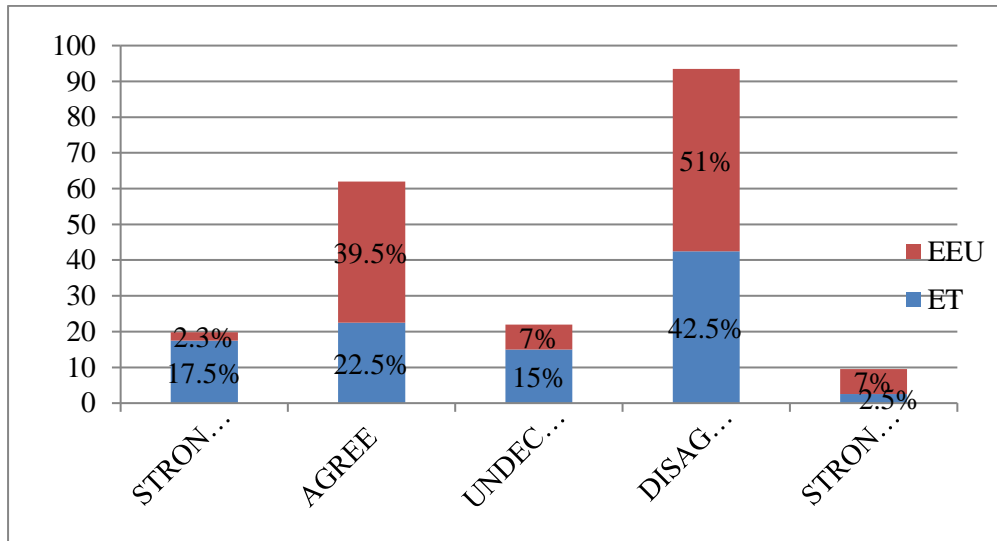


**Source: survey data, 2019**

As the above graph indicated, 117% of ET respondents were agree, 22.5% respondents were undecided and 42.5% respondents disagree for the above case. Then again, 30% of EEU respondents were strongly agree. Other 27% were undecided and the last 42.3% respondents were dissatisfied. Generally, the data indicated that both organizations communication between different departments were low. Richmond, et.al (2005) says employees at the same level feel more comfortable talking with each other than with people at different authority levels. According to Robbins (2001) communication that flows horizontally provides information throughout the organization, which facilitates organizational integration.

The openness of the management and the provision of one's critical comment in analyzed here. Based on this idea, employees were asked if they were able to criticize the strategy of the organization, and how to communicate that within the organization.

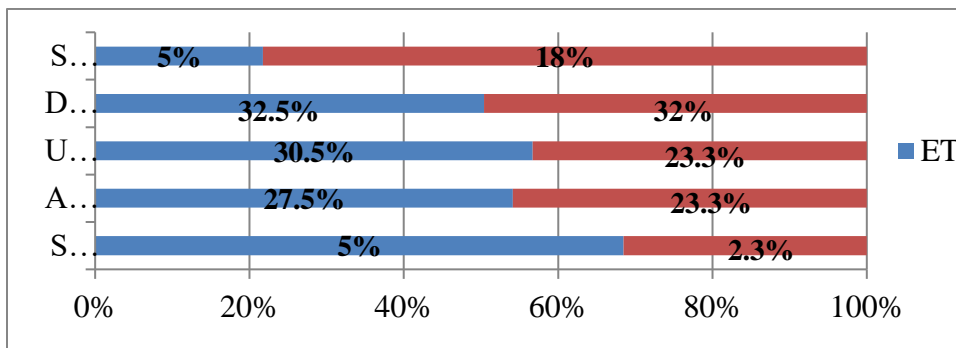
Figure. 4.13, if I have a question about different issues I know how to communicate



**Source: survey data, 2019**

The above graph indicated, 40% ET respondents rate their agreement level from strongly agree-disagree. The second respondents rate undecided which account 15% from the total population. The last respondent's rate their levels of agreement from disagree-strongly disagree which account 42% from the total population. In contrast, from the total population of EEU 41.8% rate their level of agreement strongly agree-strongly disagree. The second respondents in the organization rate their level of agreement undecided which account seven percent. The last respondent's rate their levels of agreement from disagree-strongly disagree which account 51% from the total population. All in all, as the data indicated most of employees from both organizations didn't know how to communicate if they have a comment on the strategy of organization. The degree of the organizations encouragement of employees to deliver new ideas and suggestions how to do different tasks is evaluated and found out.

Figure. 4.14, the organization encourages employees to deliver new ideas



**Source: survey data, 2019**

32% of ET respondent's rate their level of agreement from strongly agree-agree. The second respondents rate undecided which account 30.5%. The last respondents were rate their level of agreement is from disagreedup to strongly disagree which accounts 37% from the total population. On the other side EEU respondents rate their level of agreement from strongly agree-agree which accounts 25.6%. The second respondents rate undecided which account 23%. From the total population 50%of respondents rate their level of agreement from disagree-strongly disagree. Generally the above data indicated that most of the respondents from both organizations the management didn't encourage employees to deliver new ideas and hoe to do different tasks.

For human resources organizations, innovation-related communication is also valued. The organization encourages employees to deliver new ideas and suggestions about how to do different tasks, develop new products, and so on (Miller 2012), since it regards employees as sources that can contribute to the organization.

Based on the interview data and what is specified in the encouragement of employees to deliver new ideas, in both organizations there is a deferent mechanism to encourage employees to deliver new ideas.

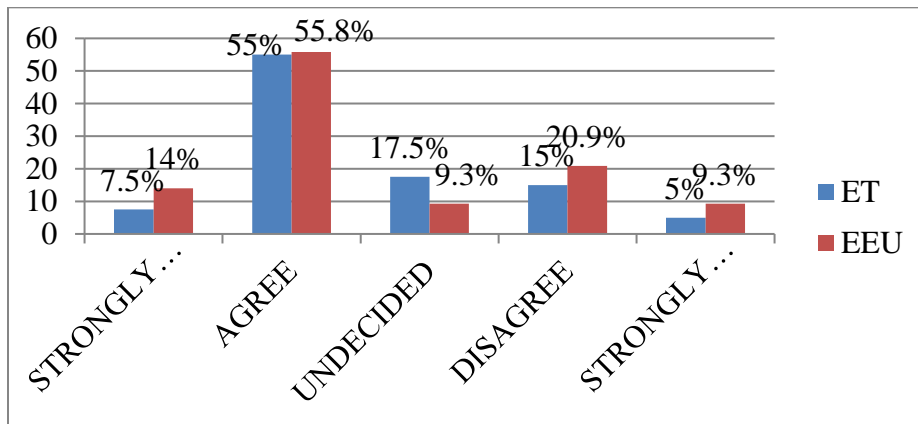
*In our organization if the employees have new innovative ideas we gave the opportunity. The other is we have the mechanism to give a recognition for the innovator even there is a rewarding mechanism. As we know our organization is give a telecom service so in this sector innovators are very encouraged by the organization. “EI”*

In contrast, from the total population of survey respondents more than half of the employees didn't agree with the company encouragement on delivering new ideas. Similarly 'EEI' said there are different opportunities in the organization to encourage different employees who are innovators for the organization activity. But, similar to ET EEU survey respondents believe that there is no encouragement in the organization to deliver new ideas.

For human resource organizations innovated relation is valued. The organization encourages employees to deliver new ideas and suggestions about how to do different tasks, develop new products, and so on (Miller 2012:50), since it regards employees as sources that can contribute to the organization.

The degree in which the employees receive feedback from managers can indicate the nature of communication of the organizations. Hence, how often employees receive a feed back about their work from the manager is presented by the next graph.

Figure. 4.15. I often receive feedback about my work

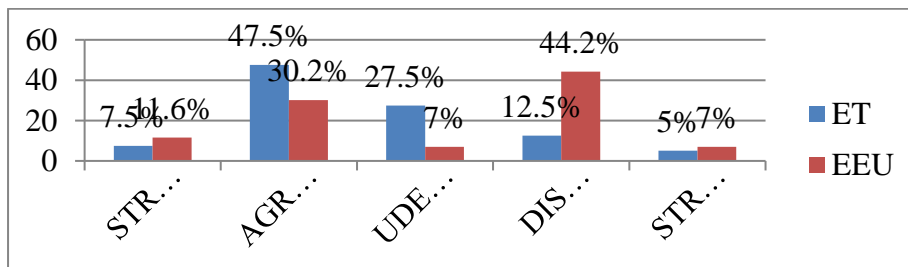


Source: survey data, 2019

The above chart depicts 57% from the total population rate their level of agreement from strongly agree to agree. The next respondents rate undecided which accounts 17.5%. 20% from the total population rate their level of agreement from disagree to strongly disagree. On the other side 69% from the total population rate their level of agreement from strongly agree to agree. The second respondents rate undecided which accounts 9.3%. The last 30.2% respondent rate their level of agreement from disagree to strongly disagree. All in all, both organizations employees receive feedback about their work. The people working in the organization should be informed on how to do the work assigned to them in the best possible manner, Welch & Jackson (2007).

Generally the effectiveness of communication practice in the organizations is perceived as good in ET, but unfavorable in EEU as in the graph down.

Figure. 4.16, communication is effectively done in the organization



**Source: survey data, 2019**

As the above table indicates 55% from the total population of ET rate their level of agreement from strongly agree to agree. The other respondents rate undecided which accounts 27.5% from the total population. The last ET respondent rate their level of agreement from disagree to strongly disagree which account 17.5 % from the total population. In contrast, from the total population 18.6% respondents rate their level of agreement from strongly agree to agree. The second respondents rate undecided which account 30%. The last respondent's rate their level of agreement from disagree to strongly disagree which account 51% from the total population.

Generally, as the data indicated communication activity is not effectively done in EEU comparing with ET.

## **4.7. Strategic Communication Activities of ET and EEU**

Strategic communications are important for the effectiveness of organizations goal. The purposeful nature of strategic communication is critical. Whereas academic research on organizational communications broadly examines the various Processes involved in how people interact in complex organizations (including interpersonal, group, and network communications), strategic communication focuses on how the organization itself presents and promotes itself through the intentional activities of its leaders, employees, and communication practitioners. Of course, this does not exclude their use of relationship building or networks in the strategic process, Van Ruler, et al (2007). Zerfass, (2018) says strategic communication is the purposeful use of communication by an organization or other entity to engage in conversations of strategic significance to its goals.

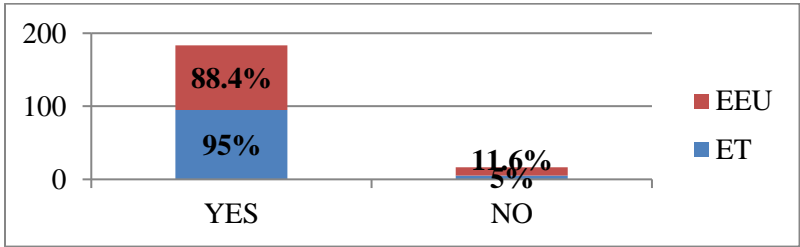
Based on the interview data and what is specified in the strategic communication practices in the organizations, In ET there are a lot of available strategic communication practices. Corporate social responsibility, crisis management, corporate communication and marketing communication are under the strategic practices in ET. 'EI2' said there is no communication policy for all communication sections but there is a procedure and process. It is expressed that "We have crisis management department but it is found under quality and process division. The organization have strong crisis management plan but there is no crisis management communication plan". (E11)

On the other side in EEU the head of communication department is corporate communication director. Thus, in the organization there are different activities done by the department. It is told that "In our organization there is no communication strategy but we are preparing now. But in the organization there are many strategic communication practices". 'EEI2'

A good communication strategy recognize the strength and weakness of each medium and use it appropriately to ensure a lateral as well as top down and bottom up communication.

Respondents were asked whether their respective organizations have a communication department in your organization, Based on the question majority of the respondents answered agreeing on the raised issues.

Figure. 4.17, existence of communication section (directorate)

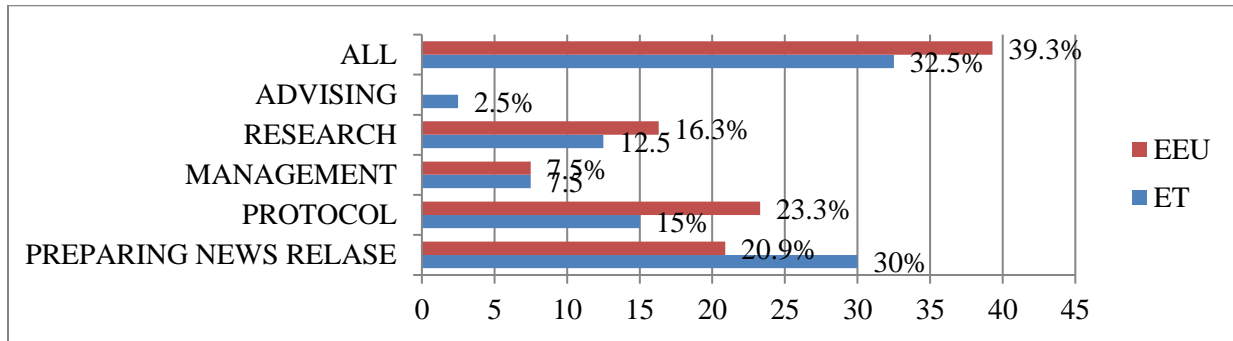


**Source: survey data, 2019**

As the below chart depicted from the total population of ET 30(50) percent alleged that there is a communication department in the organization. The least respondents replayed there is no communication department in the organization which accounts two (5) percent from the total population. Similarly, from the total population 88% EEU respondents say yes and 11.6% respondents said no. Though the majority believed in the existence of communication offices still there appears to be a gap in knowing about the mere existence of the department. The ET communication department however, tends to more known than the EEU since 95% of them know about this particular department.

In relation the above point raised respondents were also asked about what activities are done by communication department so as to demonstrate how strategic the organizations were in executing their task.

Figure. 4.18. Duties of communication section(directorate)

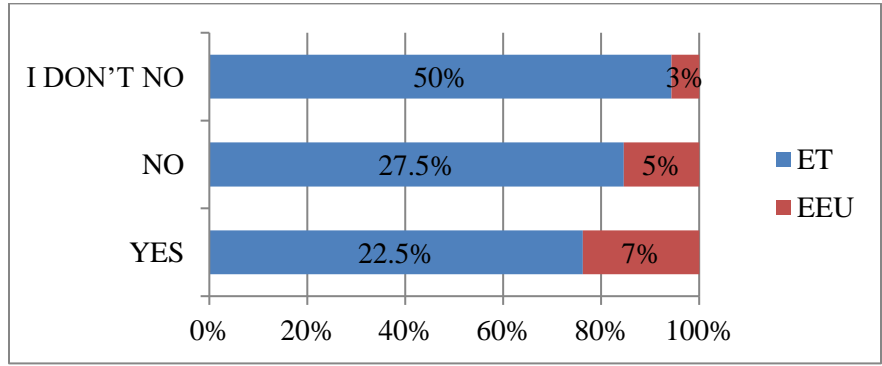


**Source: survey data, 2019**

As shown on the above table, from the activities mostly done by communication department most of the respondent of ET choice goes on preparing news release which is 13(32.5%) from the total population of ET. The second largest activity done by the communication department chosen by the respondents were all activities which accounts 12(30%) from the total population. The third is protocol which accounts six (15.0%) from the total population. When we see the research activity from the total respondents five (12.5) respondents were select it. The least number is advising which accounts one (2.5%) from the total population.

It is understandable from the data there are many communication activities in the organization done by communication department, but as the above table indicated that news release is the most activity in the department. Another question was raised to ask the respondents about what do they think about the usefulness of effective organizational communication in building of the organizational image.

Figure. 4.19, effective organizational communication is good for organizational image building



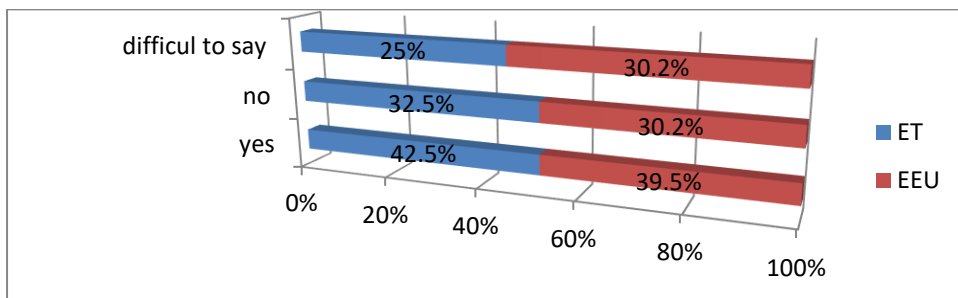
**Source: own data, 2019**

Reluctant about whether it is done or not, as shown on the above table, most of the respondents answered I don't know which account 20(50%) from the total population. The second largest answer is no which account 11(27.5%) the least number of respondents choice which accounts nine (22.5) from the total population.

On the other side, most respondents didn't know building organizational image is advantageous for organization which account in number 20(46.5) percent. From the total population 12(27.5) percent believed the building is not good for effective organizational strategic communication.

For the question raised about whether the communication departments engaged in strategic communication planning, substantial number of respondents found it difficult to say or found it as nonexistent.

Figure. 4.20, communication department engaged in strategic communication planning



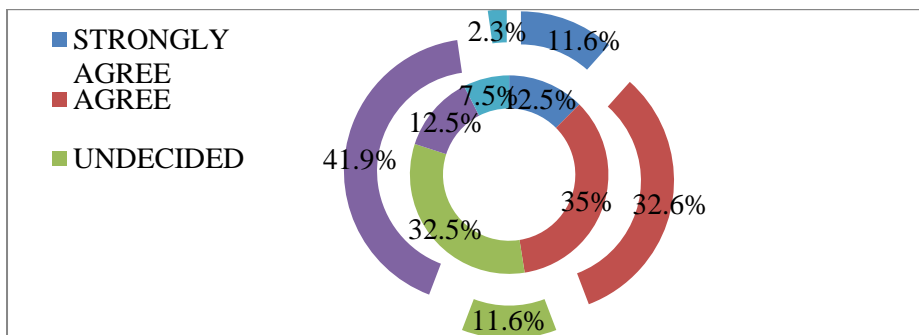
**Source: survey data, 2019**

But still, some of the respondents consider that the communication department engaged in strategic communication planning. On the above table, 17 respondents or 42.5% indicate that yes for the question the other largest group of respondents 13(32.5%) consider that the communication department is not engaged in strategic communication. The third large respondents consider that it is difficult to say communication department is engaged on strategic communication planning 10(25%) from the total population.

In contrast, most EEU respondents said the communication department didn't and difficult to say engaged in strategic communication. The other respondents said yes which accounts in number 17(30.2) percent from the total population.

With regard to the perceptions of the employees about whether there is a strategic communication in their organizations or not respondents tend to be uncertain since there appears to be different stands of the employees.

Figure. 4.21, strategic communications existence in the organizations



Source: survey data, 2019

According to the above graph the first serious is indicated EEU point and the second serious is ET point. Thus, 14 respondents or 47% of respondents were “agree” and 13 respondents or 32.5% of respondents were “undecided” followed by five respondents

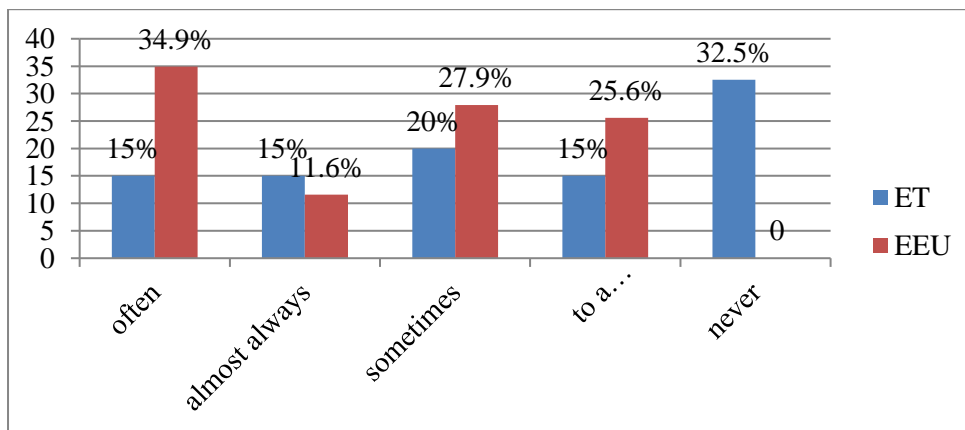
or 12.5 of respondents “strongly agree” and five respondents or 12.5% “disagree followed by 3 respondents or 7.5% disagree with the existence of strategic communication in the organization. Generally, the data shows that there is a strategic communication in Ethio telecom.

On the other side respondents of EEU seat there agreement from strongly agree-agree which accounts 19(47%) the other 32% undecided and the most respondents seat there agreement from strongly disagree-disagree is 22(44%) from the total population. Strategic communications encompasses all communication that is substantial for the survival and sustain of an entity. Specifically, Zerfass, (2018) says strategic communication is the purposeful use of communication by an organization or other entity to engage in conversations of strategic significance to its goals.

#### 4.7. Communication and Planning in the Organization

It is also wise to see the extent in which how much employees participate in the planning activities of the respective organizations since it might demonstrate how organizations are strategic and how the communication activities are handled?

Figure 4.22, participation on strategic planning



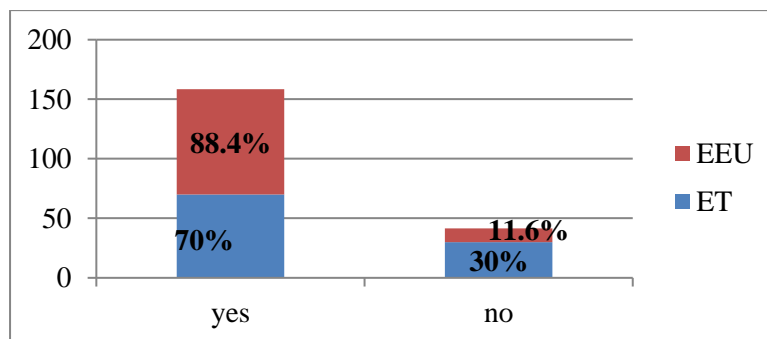
Source: survey data, 2019

The above graph indicated that most of the respondents 13(32.5%) from the total population didn't participate any planning in the organization. The second respondents participate sometimes eight (20.5) from the total population. Six (15%) from the total population responds almost always they participate on planning for the organization. the other six (15%) respondents from the total population said they often participate planning for the organization. the last respondents replayed they participate to a considerable degree on planning for the organization from the total population six (15%).

#### 4.8. Employees Participation

Planning best works when employee's participation is made possible. For this group/ team discussion in the departments found to have a key importance in following participatory approach in the process of the organizational management.

Figure. 4.23. Group or team discussion



Source: own data, 2019

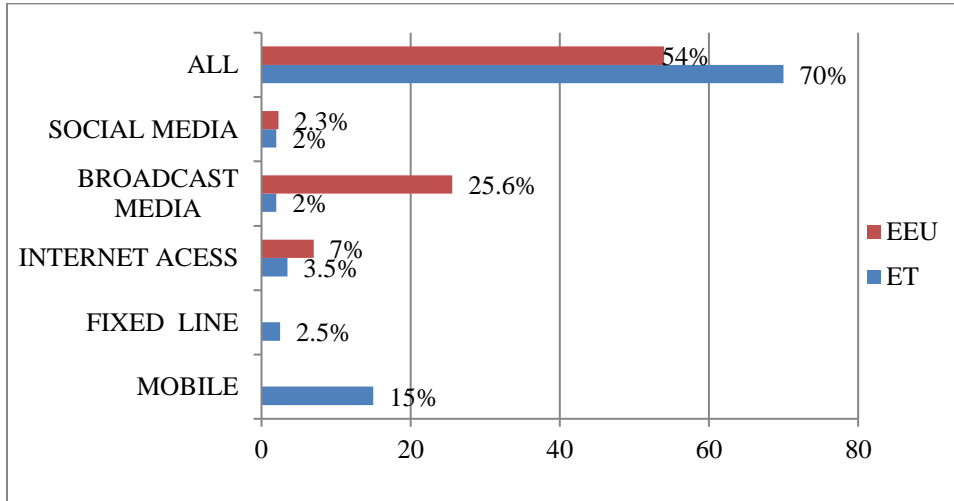
As the above chart indicated from the total population 28(70%) said that there is a group or team discussion in the organization communication system. The rest of respondents replied that no which accounts 12(30%) from the total population. Similarly, most of EEU respondents answered yes which accounts in number 38(88.4%) from the total population. The rest number of respondents answered no which accounts five (11.6%).

Related to this question there was a question said that if your answer is yes how often did you discuss in a team. And 28(70%) respondents replied they have a group or team discussion once a week the other respondents didn't answer this question because they say no for the first question. On the other hand 31(85.4%) EEU respondents have a team discussion once a week.

#### **4.9. Customer's Source of Information**

Customer relation is best achieved when they are able to get information through appropriate channels of communication. This is also an important activity of public relation with regard to information provision which of course, would affect the organizational activities to larger extent if it is not handled well. Towards this, customers source of information needs to get due attention.

Figure. 4.24, the channels of communication for customers



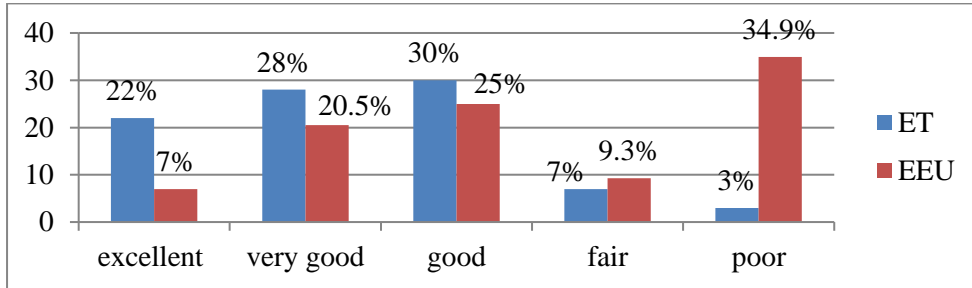
**Source: survey data, 2019**

Now days there are different plat forms to communicate for customers about good and service or other else. Thus, the above table indicated that most of respondents from the total population answered “all” sources which includes mobile, fixed line, internet access, broad cast media and social media which accounts 70%. Similarly, from the total population of EEU 54% percent of the respondents answered “all”. Generally both organizations use different communication channels to address their customers. Using different types of communication channels is useful to achieve the organization goal.

#### **4.10. Communication and Management**

Communication role in management is so high and effective communication is highly desired when one talks about strategic communication. Towards this, manager’s communication skills are highly desired as a department that manages communication and, of course, happens similarly to other departments as well.

Figure. 4.25, employee’s evaluation according to communication skill of their manager

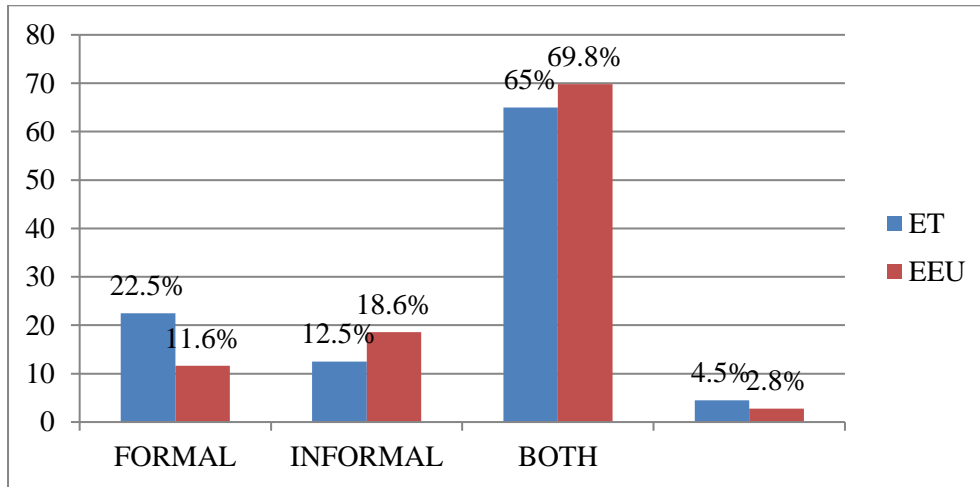


**Source: survey data, 2019**

The above figure depicts the level of communication skills of the respondents' supervisors or managers. It describes that 41 percent of the respondents rate their supervisors or managers as good, 28 percent of them as very good and 22 percent of them as excellent. This means, that 50 percent of the respondents thought their supervisor or manager has excellent or very good communication skill. All in all, the total percentage of the respondents who think the communication skills of their manager or supervisor ranges from good; very good to excellent constitute 80 percent. In contrast, from the total population 52% of EEU respondent's answered management communication skill is between good, very good and excellent. The other larger respondent's choice goes on management communication in the organization is poor which accounts 34% from the total population. Each manager must develop and promote a policy based on a system of communication that allows him to continuously adjust the structure and the organizational process to the permanently changing conditions.

One of the most important components of the leadership activity is represented by the exchange of informational elements and messages between the head of the company and his subordinates, as well as between the employees without any leading positions. Vladutescu, (2015). Accordingly, the current level of communication skills the supervisors or managers have is encouraging. Good communication skills of supervisors or managers leads towards good organizational productivity. Respondents were asked about what type of communication their manager prefers to with them.

Figure. 4.26, manager preference according to communicate with employees

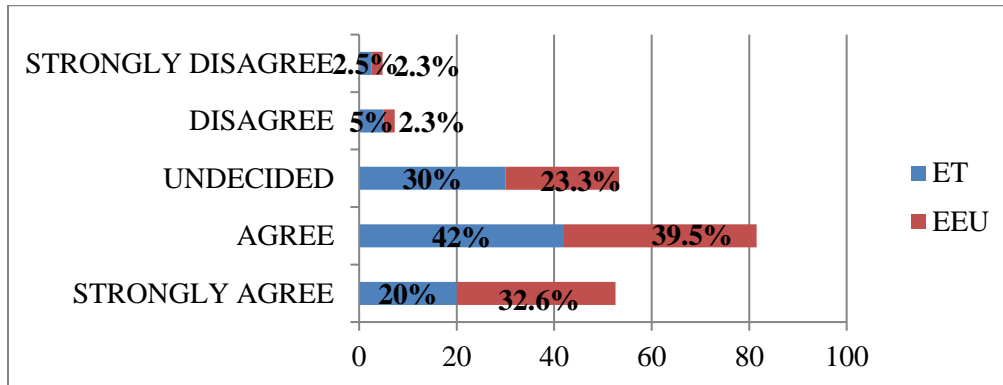


**Source: survey data, 2019**

As the above fig depicted 26(65%) of the respondents answered “both” from the total population. the second large respondents replayed they prefer “formal” communication which accounts nine (22.5) percent from the total population. the least respondents says they prefer “informal” communication which accounts seven (12.5%). Likewise, most respondents of EEU preferred “both” types of communication which accounts 30(69.8%).the respondents who said formal were five (11.6). the last respondents said “informal” which accounts eight (18.6%) from the total population.

While the managers use formal communication when it is appropriate, informal communication is also used to satisfy the employees’ need for affiliation. Moreover, in respect of enhancing productivity and effectiveness, an informal manner still seems to be better since human beings tend to feel more comfortable contributing in a relatively informal manner, Miller,(2012). Generally, both organizations mangers use formal and informal communication simultaneously. When we see communication as a part of management in the corporate communication section is under CEO executive director. Accordingly the director is a part of management team. In EEU corporate communication directorate director is also a part of management team. With regard to the perceptions of the employees about to communication as a part of management the employees said as follows.

Figure. 4.27. Communication is part of management team



Source: survey data, 2019

The above graph depicted, 62% of ET respondents put their agreement rate from strongly agree-agree. The other 30% rate undecided. The least respondents from the total population set their level of agreement from disagree-strongly disagree were 7.5% from the total population. On the other hand, EEU respondents set their level of agreement from strongly agree-agree which account 71.1% from the total population. 23.3% set undecided and the least respondents set their level of agreement from disagree up to strongly disagree which accounts 4.6% from the total population.

#### 4.11. External Communication

In ET the responsibility of external communication is for corporate communication section. In corporate communication main duty preparing is press release, press conference, media inquiry, corporate event, media monitoring audio visual, e-news, preparing short codes in all social media plat forms, broad cast media and print media plat forms. As 'EII' said corporate communication section has the responsibility for external communication without marketing issues.

Expressed that, "In the organization if the customers have different questions, suggestion or complains there is an available plat form 991.the other plat form is 980 for top corporate customers only. If the customers complains are increased we prepared a spot". (EI2)

On the other hand, EEU corporate communication directorate has the responsibility to do external communications.

The main duty of external communication is preparing news release, press release and preparing events, with different communication channels like, broadcast media, social and print Medias plat forms.

*In our organization there is public forum manual. If we want to asses about customers satisfaction about our service we prepare a public forum meeting this public forum are selected from different associations. Because, we can't address all of our customers consequently in public forum we can get the representatives of the customer. (EEI1)*

As 'EEI2' corporate social responsibility is the other tool for external employees for the purpose of image building. Similarly, in ET CSR is work under executive director at section level. As 'ETI' the organization income is from the people to the people.

#### **4.12. Challenges of Organizational Strategic Communication**

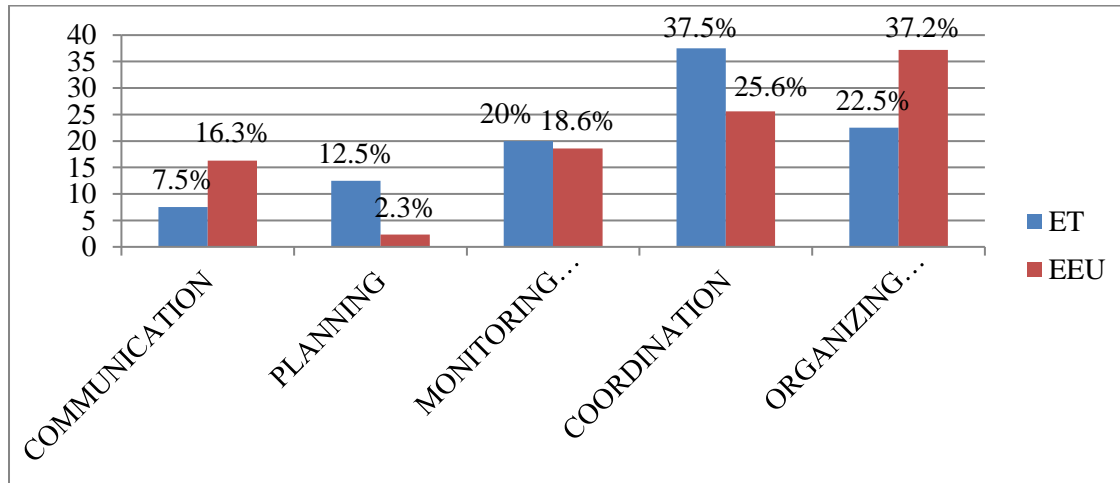
In 21<sup>st</sup> century there are different things that are very complicated. Relationship, work, politics, government, global economy, connections with other nation are complicated, Miller, (2012) in this complicated world it is new to find a challenge in organizations. According to Miller, (2012) there are different challenges for the organization. These are globalization, terrorism, climate change, changing demographics. This all things are the main challenge in the today's organizations.

In this study both organization have different challenges that face in ever day internally and externally. As 'EI1'said the main problem in the organization is integration. The departments are not integrated. The problems and the challenges as the informant is that "In our organization communication section are found in different departments so, sometimes there is a problem in integration but the problem of integration is not only in communication departments it includes all of the departments". (EI1).

On the other hand in EEU the challenge of organizational communication is giving low place for communication. It is indicated that "The organization didn't give attention for

corporate communication directorate they believe that communication work is protocol or organizing some events only. Of course there is a lot of problem in our organization like integration, organizing work”. (EEI1)

Figure. 4.28, the serious problem in the organizations



Source: survey data, 2019

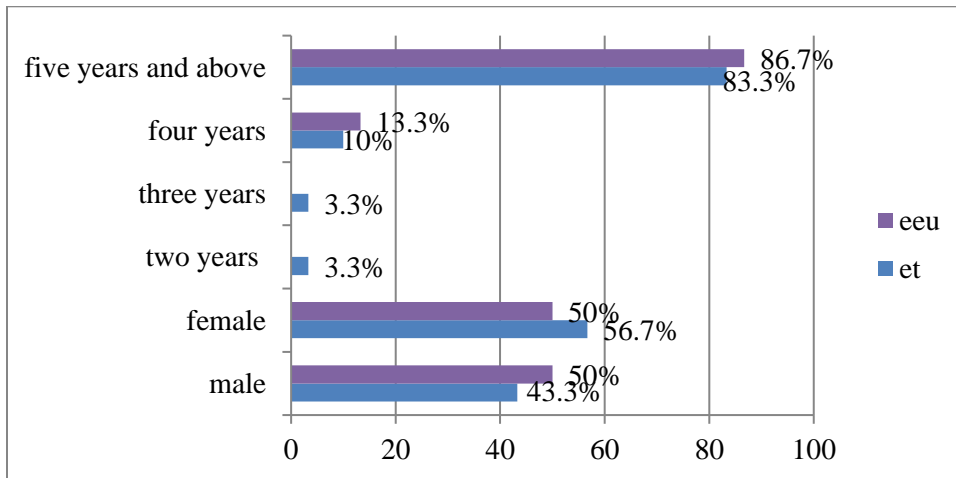
The above table indicated that the data from employee questionnaires and, the serious problem in the organization. In this case, coordination is the most problem in the organization which accounts 15(37.5%) from the total population. The second largest respondents replayed organizing work is the challenge which accounts nine (22.5%) from the total population. The other one is planning five (12.5) from the total population. The least respondents were select communication which accounts three (7.5). On the contrary, most EEU respondents were answered organizing work is the serious problem in the organization which accounts 16 (37.2%). The second largest respondents answered coordination as a serious problem in the organization which accounts 11 (25.6%). Monitoring and evaluation is the third most serious problem which accounts eight (18.6%). Seven (16.3) respondents answered communication as a serious problem. From the total population one respondent (2.3%) answered planning as a serious problem.

The system perspective is potentially a seductive for looking at organizations because a systematized pattern of behavior is practically a synonym for the concept of the organization. More properly, an organization should be viewed as a system because it is the sum total of the various parts and how those parts interact determine the output and growth of the process. Systems theory describes organizations as a set of subsystems that affect each other and jointly interact with the external environment. The data indicated that coordination and organizing work is the serious problem in both organizations.

### 4.13. Customer’s Relationship Management

In this study 60(30) customers were selected from both organizations.

Figure. 4.29. Age and length of time starting the service



Source: survey data, 2019

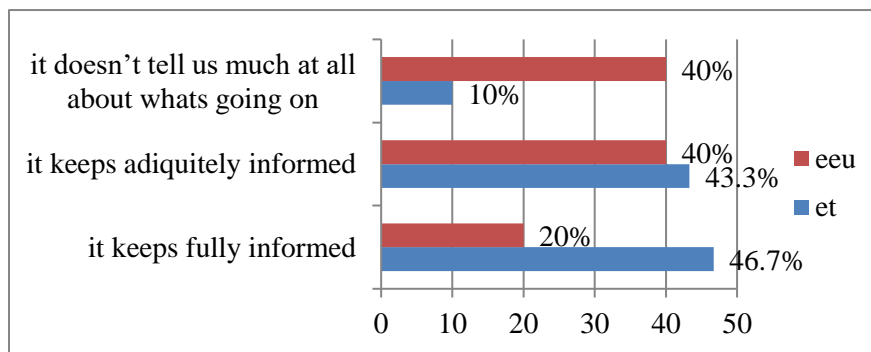
The above graph indicated that in ET for this study 17(56.7%) female and 13(50) male respondents were participate on this study and those respondents were a customer for above five years were which account 25(83.3) percent from the total population. On the other side 50% male and 50% female respondents participate in EEU. And those respondents were a customer for five years and above which account (86.7) percent from the total population. Now days, in our country numbers of females are more than meals.

Thus, to assess the customer's idea in the study females are high in number from the total population of customer respondents.

#### 4.14. Communication about New Services

Informing employees about new services is assist the customers and it also be of assistance for employees to obtain knowledge about the new service.

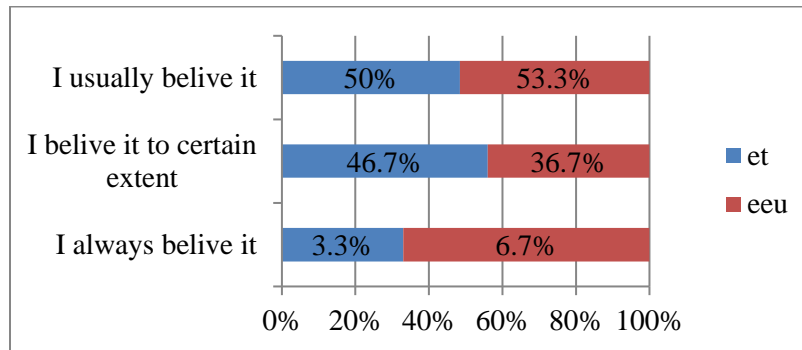
Figure. 4.30. Best of impression about new services



**Source: survey data, 2019**

The above graph depicted that, in ET 14(16.7%) respondents believed that the organization keeps fully informed about new services. The second respondents said the organization keeps adequately informed about new service which account 13(43.3) percent. Three (10)percent respondents from the total population said the organization doesn't tell them much at all about what's going on. On the other hand six (20%) respondents from the total population of EEU customers believed that the organization keeps fully informed about new services. The other 12(40%) respondents said the organization adequately informed about ne services. Lastly the other 12(40%) respondents answered the organization doesn't informed about new services for the customers. In related with for the question about trust on information's delivered by the organizations

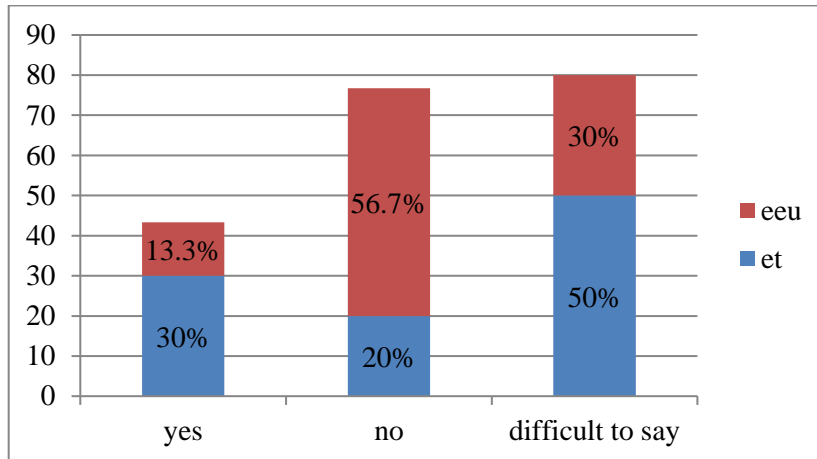
Figure 4.31, best impression of communication about new services provided by the organizations



Source: survey data, 2019

The above chart indicated that, one (3.3%) of ET customers from the total population they didn't believe the information delivered from the organization. 14(46.7%) believe to certain extent. The last respondents usually believe it the information delivered from ET which accounts 15(50%) from the total population. then again, in EEU two (6.7%) respondents always believe information delivered by the organization. 11(36.7%) of the respondents believe information's to certain extent. The last 16(53.3%) of respondents usually believe information delivered by EEU. From the organizations customers get different services, according to this there was a question about the satisfaction rate of customers which get from ET and EEU respectively.

Figure 4.32, satisfaction with the service of the organization



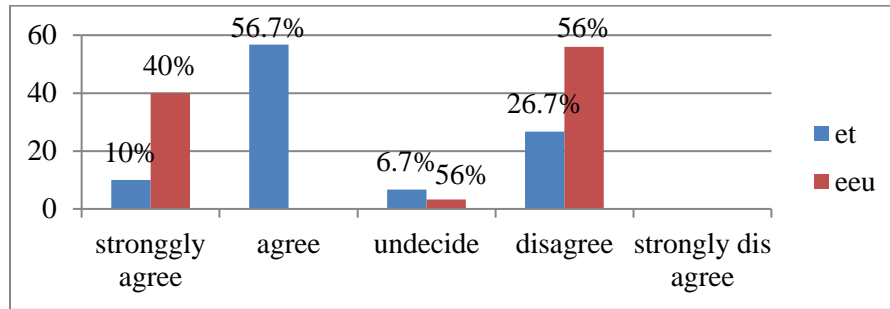
**Source: survey data, 2019**

The above chart indicated that nine (30%) respondents were satisfied with the service of ET. The other six (20%) of respondents were not satisfied with the service of the organization. 15(50%) of respondents answered difficult to say satisfied with the service of ET. On the other hand four (13.3%) respondents satisfied with the service of the organization in contrast 17(56.7%) respondents from the total population were not satisfied with the service. Nine(30%) of respondents from the total population replayed difficult to say satisfied with the service of the organization.

In different organizations communication flows internally and externally hence, it is necessary aspect to accomplish the organizations goal.

Accordingly the organization should prepare different plat forms to accept different questions and suggestions from employees. Thus, below chart indicated the organization preparedness to accept different questions and suggestions from employees.

Figure 1, openness to accept customer's question



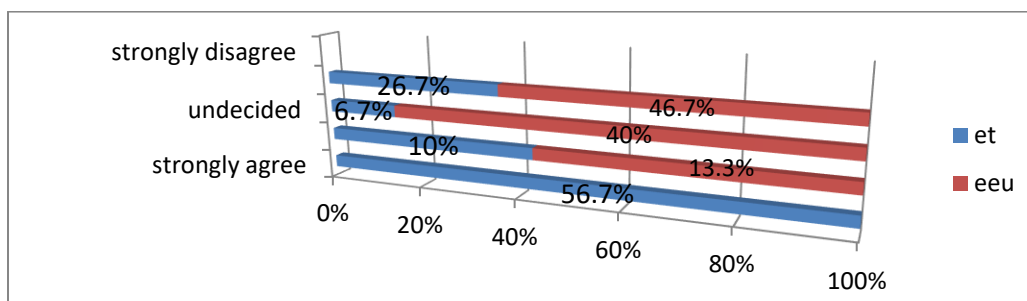
Source: survey data, 2019

The above chart indicated that 66.7% ET respondents rate their level of agreement from strongly agree-agree, the other 6.7% undecided and the last 26.7% respondents disagree about the organization's openness to accept and ready to answer customers' questions. On the other hand, 40% of EEU customers rate their level of agreement from strongly agree-agree. 56% of the respondents answered undecided as well as 56% of respondents answered disagree.

#### 4.15. The organizations' accountability regarding keeping promises

From chapter three, which was related to review literature, there is Van Ruler's strategic communication framework as a conceptual framework. Accordingly, from those frameworks, the student researcher selected to analyze accountability, internal situation, and external situation.

Figure 4.34, the organization always works to keep its promises



Source: survey data, 2019

The above chart depicts that how the organization accountable for their customers which account 66.7 % of ET respondents rate there level of agreement from strongly agree-agree.

The other 6.7% respondents answered undecided. The last 26.7 % respondents replayed disagree. On the other hand 13.3% of EEU respondents replayed agree40%the respondents which replayed undecided the last 46% respondents from the total population replayed disagree.

## **Chapter Five: Conclusion and Recommendations**

This chapter deals with a brief summary of the study and recommendations. The researcher basically tried to summarize what the research has been all about; how it was undertaken and the major findings it came up with. Based on the findings, the researcher makes some suggestions that may help with the future improvement of strategic communication practice of ET and EEU.

### **5.1. Conclusions**

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

The study mainly focused on organizational strategic communication in case of Ethio Telecom and Ethiopian Electric Utility. Thus, the study was undertaken essentially combining qualitative and quantitative research methods. Ethio-telecom has around 47.5million subscribers around the country and EEU has Above 2.7 million customers in Ethiopia. But, the study was focused on the head offices of the organizations which are found central Addis Ababa Thus, to assess the organizations strategic communication practices, the study was designed to address finding out the strategic organization communication practices in the organizations moreover, assessing organization strategic communication in the management of the organization, examining the level of employee's participation on the strategic communication practices in the organization, and identifying the challenges and problems in strategic communication practices of two organizations.

In order to examine the questions, various literatures were critically reviewed to look the data within the lens of what scholars and researches demonstrate. Besides, while the study was approached qualitatively and quantitatively, survey question and in-depth interview with key informants and document review were employed with the aim of generating primary and secondary data. The study found out that the organizations communication function and its activity only presented a small proportion of communicationfocusing mainly on technician role except that, the section manager of

corporate communication is not part of the grand coalition of Ethio telecom whereas in EEU, the Corporate communication director is part of the management, but less functional.

To address the strategic communication practices in both organizations there were different practices in communication department. Hence, there were different channels to communicate internal employees and external customers. Consequently, from the strategic communication practices internal communication is the existing channels of communication in both organizations. But, from the data ET internal communication is more effectively done than EEU.

In ET the most internal communication channel is intranet. Thus, the internal employees can get any information from the channel. As well, the other existing internal communication channel in ET is email. Within these channels of communications the organization internal communication flows in every direction. According to face to face communication the employees have yearly or quarterly meeting with CEO. Unlike, in EEU the most effective communication is face to face communication in addition notice board is the other existing communications in the organization.

In accordance to address external customers external communication practice is done well in ET more than EEU. The practice of external communication ET is under corporate communication section. Thus, In ET there were different external communication channels. On the other hand in EEU the external communication is managed under corporate communication directorate. Hence, beyond using different communication channel there is also a public forum manual to address external customers.

The other finding is that the organizations attempt to apply system theory and human resource approach but that is not effectively done in both organizations. In order to assess the level of employees on the strategic practices of both organizations, the student

researcher prepared questions and some of the respondents acutely participated in strategic practices but it was not enough for both organizations.

In this study one of the specific objectives is to find out challenges and problems in organizational strategic communication practices. Thus, integration is the major problem found in both organizations. Generally, the student researcher tried to attempt both organizations internal and external strategic communication practices. However, the study found out that Ethio telecom is more effective in organizational strategic communication practice than Ethiopia Electric Utility.

## **5.2. Recommendations**

Based on the findings of the study the researcher forwarded the following recommendations for Ethio telecom and Ethiopian Electric Utility.

As communication plays a pivotal role for the success of employees and to meet the objectives and goals of the organization, Ethio telecom and Ethiopia electric utility may consider improving the level of communication in the organization in a way that consider the interest and feedback of employees. On the other hand, developing informal and multi- directional communication in the organization helps to Increase the relationship between employees which can increase organizational strategic communication effectiveness in the organization.

It is clear that the organizations communication function and its activities only represented a very small part of communication. Thus, the organizations should be given much more attention for organizational strategic communication to achieve the mission and ambition of the organization. Strategic communication is a very complex phenomenon so the organizations should reach a better, more nuanced understanding of it and the organizations need a variety of theoretical perspectives such as human resource approach and system theory. To accomplish organizational objective The organizations should consider communication as one of central concepts of the organization thus, the organizations should conducting strategic media planning manage

communication strategies such as designing message, and employing the most effective media channels.

Robbins, et al., (2012) stated that, good organizational communication provides an opportunity for employees to achieve their individual goal together with organizational goals thus, the organizations should give emphasis on communication. Accordingly, the organizations need communication strategies and policy which provide of the common purpose for the organizational components as a whole.

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Ethiopian electric power corporation50th golden jubilee (1991), Ethiopian electric power corporation public relations.

## **Appendices**

### **Appendix -I**

Addis Ababa University

College of Humanities, Language Studies, Journalism and communication

School of Journalism and Communication

Public Relations and Strategic Communications

Regular Graduate Program

#### **Employee questionnaire**

**Dear, Ethio- telecom (EEU) head office Staff,**

I am LensaHayelom, a Masters student in the Public Relations and Strategic Communication at Addis Ababa University, conducting my MA thesis research as a partial fulfillment of my MA degree in my area of study.

Thus, purpose of this study is to assess the practice of organizational strategic communication: by taking Ethio-Telecom and Ethiopian electric utility. as a cases in point This study hoped examine the state of practice of organization strategic communication practice system among employees, supervisors, frontline managers and higher management and customers in Ethio- Telecom and Ethiopian electric utility.

I would like to state that the response you will be providing to the question raised in the questioner will be helpful to come up with reliable findings and, therefore the student researcher for the purpose of this study kindly requests you to read all the questions and provide your genuine answer accordingly.

**I would like to thank you genuinely for taking your time to fill in the questionnaire!**

**Part one: Back ground information**

Please put a tick mark (√) to give your answer in the provided box.

1. what is your sex:      1. male                      2. female
  
2. Work experience in Ethio -telecom? 1.Less than three years  2. 5-8 years  3. 9-12 years  4.12-15 years   
 5.16-18  6.above19 years
  
3. What is your level of education
  
- A.Diploma                                       C. masters degree
  
- B. BA/BSC degree                                       D. PhD
  
5. Other

**Part two: Organization and work related questions.**

Please circle one answer for each question.

1. Which of the activities of mostly done by communication department?

1. Preparing news release/magazine
2. Protocol
3. Management
4. Advising
5. Research
6. all

2. Do you think the building of the organization is good for effective organizational communication?

- A. Yes                      B. No                      C. I don't know

3. What do you think the serious problem in your organization?

- A. Communication                      C. Monitoring and evaluation      D. coordination  
B. Planning                              E. organizing of work

4. From which is of the following sources do you usually receive most of your Information?      A. Company email      B. Group meeting

- C. Notice board                      D. my supervisor      E. Company news letter                      F. Media      G. Other \_\_\_\_\_

5. What do you think about the role of communication in your organization?

- A. very high      B. high      C. Medium      D. Low      E. very low

6. Do you have public relation department

- A. yes                      B. no

6.1. If your answer is yes for #6, do you think communication department has power?

- A. strongly agree      B. agree      C. neutral      D. disagree      E. strongly disagree



A. yes      B. no

11.1. If your answer is yes for question number 11 in which type of planning the department participate?

A. initial stage      B. preparation stage      C. Implementation stage      D. feed back

12. Which source that the ethio telecom uses to address the audiences?

A. mobile      B. fixed line phone      C. internet access      D. broad cast media      E. social media.      F. press release      G. print media      H. all

13. Which communication ways do you prefer when you communicate with your manager?

A. formal      B. Informal      C. both

14. which communication do your manager prefer to communicate with you?

A. formal      B. Informal      C. both

**Part three: Likert scale**

**Please tick (✓) the level of your agreement in the provided box.**

S.No	Question items	Strongly agree=1	Agree =2	Undecided =3	Disagree=4	Strongly disagree
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						=5
1	I believe communication is the blood vessel for any organization					
2	There is strategic communication in our office/department.					
3	Communication is part of management of team.					
4	Communication is given appropriate position in the organization.					
5	There are sufficient opportunities within the organization to critically reflect on managerial policies, or to give suggestions for improvement.					
6	I often receive a feedback about my work from the manager.					
7	If I would want to criticize the strategy of the organization, I know how to Communicate this within my organization.					
8	I feel I have equal participation and contribution in my organization					
9	The management of this organization pays attention for the employment suggestion					
10	The communication within different departments is very good.					
11	The organization encourages employees to deliver new ideas and suggestions about how to do different tasks.					

12	I think communication is effectively done in our organization					
13	I think the people who work in communication are professionals.					

**Part four: short answer**

**Write your answers shortly**

2. What are the challenges and problems in strategic communication practice in your organization?

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3. Write the solution in addressing strategic communication problems.

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**Appendix II**

College of Humanities, Language Studies, Journalism and communication  
School of Journalism and Communication  
Public Relations and Strategic Communications  
Regular Graduate Program

Customer Management Communication

Dear, Ethio- telecom (EEU) head office customers,

I am LensaHayelom, a Masters student in the Public Relations and Strategic Communication at Addis Ababa University, conducting my MA thesis research as a partial fulfillment of my MA degree in my area of study.

Thus, purpose of this study is to assess the practice of organizational strategic communication: by taking Ethio–telecom and Ethiopian electric utility. as a cases in point This study hoped examine the state of practice of organization strategic communication practice gap among employees, supervisors, frontline managers and higher management and customers in Ethio- telecom and Ethiopian electric utility.

I would like to state that the response you will be providing to the question raised in the questionnaire will be helpful to come up with reliable findings and, before the student researcher. For the purpose of this study kindly requests you to read all the questions and provide your genuine answer accordingly?

**I would like to thank you genuinely for taking your time to fill in the questionnaire!**

**I. Back ground information**

**Please answer the following back ground information's**

1. What is your sex: 1=male 2=female

3. If you are customer how many years have you used the service

1 years  3 years  2 years  4 years  5 years and above

**II. Please read each of the following questions and answer accordingly.**

1. Which one of the following describes best your impression of communication about new services with ethio-telecom?

- 1. It keeps fully informed
- 2. It keeps adequately informed
- 3. It gives only limited amount of information
- 4. It doesn't tell us much at all about what is going

2. What do you think of the information you receive?

- 1. I always believe it
- 2. I believe it to certain extent
- 3. I usually believe it
- 4. I don't believe it

3. Are you satisfied with the service of the organization?

- 1. Yes
- 2. No
- 3. It is difficult to say

4. Do you think that there is good communication with customers?

- 1. Yes
- 2. No

**Please tick (√) the level of your agreement in the provided box.**

s.No	Question items	Strongly agree=1	Agree=2	Undecided=3	Disagree=4	Strongly disagree=5
1	I believe that the company is open to accept and ready to answer customers questions					
2	The company is work always to keep its promise for the customer.					
3	I am interested for the					

	information's.					
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### Appendix III

**Name:** \_\_\_\_\_

**Educational background:** \_\_\_\_\_

**Work experience:** \_\_\_\_\_

**Communication in the organization**

1. Is there a department for communication?
2. What is the role of the communication department?
3. Does the department carry out strategic communication practices?
4. What are the roles of strategic organizational communication department in your organization?
5. What are the strategic communication practices in the organization?
6. What are the challenges to communicate strategically in the organization?
7. How can the Communication department help the organization, its staff members and employees better to communicate?
8. What are the tools and techniques of communication?

**Internal and external communication**

1. How do you carry out communication in your organization vertically, horizontally and diagonal
2. How the organization encourages employees to deliver new ideas and suggestions about how to do different tasks?
3. What are the mission and ambition on strategic issues for internal relations, working in team?
4. How far the employees participate on the strategic practices in the organization?
5. What are the functions of internal Communication?
6. Question for communication department how the management participates on the strategic issues?

7. What are the challenges and problems to achieve the goal?

## **Appendix IV**

### **Interview key informants**

#### **Ethio-Telecom**

- ❖ MahadiJemal, in strategy and program management division chief strategy and program management officer.
- ❖ FasilMamo, a corporate communication section manager.
- ❖ BirhanuLegese, institutional communication coordinator.

#### **Ethiopian Electric Utility**

- ❖ MelakuTaye, director, corporate communication directorate.
- ❖ BayuLegese, in corporate communication directorate, institutional communication coordinator.