



**Stakeholder Communication within Road Transport Sector:  
The Case of Oromia Transport Authority and its Private  
Sector Stakeholders**

**By: Netsanet Alemu**

**A Thesis Submitted to  
The graduate School of Journalism and Communication**

**Presented in Partial Fulfillment of the Requirements for the Degree  
of Master of Arts in Public Relations and Strategic Communication**

**Addis Ababa University**

**Addis Ababa, Ethiopia**

**June, 2018**

# **Addis Ababa University**

## **Graduate school of Journalism and Communication**

This is to certify that the thesis prepared by Netsanet Alemu, entitled Stakeholder Communication within Road Transport Sector: The case of Oromia Transport Authority and its Private Sector Stakeholders and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relations and Strategic communication complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signed by the Examining Committee:

Examiner \_\_\_\_\_ sig. \_\_\_\_\_ Date \_\_\_\_\_

Examiner \_\_\_\_\_ sig. \_\_\_\_\_ Date \_\_\_\_\_

Advisor \_\_\_\_\_ sig. \_\_\_\_\_ Date \_\_\_\_\_

---

Chair of Department or Graduate Program Coordinator

## **ACKNOWLEDGEMENTS**

First and most I would like to thank my God for the marvelous care and help he has been providing me all the time through this study.

Next I would like to take this opportunity to extend a sincere thank you to my advisor Dr. Amanuel Gebru for his dedication, support and guidance as well as valuable comments during the research and this has been greatly appreciated.

I also would like to offer my sincere gratitude to the OTA officials and to OTA's Private level stakeholders especially, who contributed their valuable views and opinions during the study.

Finally, I would like to thank my mother, W/ro Negeri Tafa and my brother Dula Alemu who have supported and inspired me so far, along with my wonderful husband who has been very supportive and understanding of the work and amount of time that I have spent for this research thesis. Thank you.

## **ABSTRACT**

Stakeholder Communication within Road Transport Sector: The case of Oromia Transport Authority and its Private Sector Stakeholders.

Netsanet Alemu

Addis Ababa University, 2018

Road transport is a multiple stakeholder sector in Oromia. Private sector organizations play a vital role in the sector including the provision of products and services and they have a powerful influence on road safety outcomes and the incidence of road traffic accidents. However, even if there are multiple stakeholders who have roles of ensuring traffic safety in the region, ensuring traffic safety has been very challenging and the severity of the problem is increasing from time to time.

Thus effective communication among diverse stakeholders is crucial. This research examines the stakeholder communication that has taken place between OTA and its private sector stakeholders particularly, Driving Schools, Vehicle Inspection Organization and Public Transport Association by exploring the ongoing practices on message development and communication channel used. Both Qualitative and quantitative approach was followed with the objective of gathering data from participants. The interviews and document review focus on addressing the main research question and the aim of this study. The findings have shown that there are improvements in engaging and informing private sector stakeholders. OTA used both rich and less rich media however, there are still gaps in message development and choosing appropriate communication channels. Hence, OTA still needs to improve its communication message development, choose appropriate communication channels.

## **List of Acronyms**

ACE	Avoiding Common Errors
DS	Driving Schools
EBC	Ethiopian Broadcasting Corporation
FBC	Fana Broadcasting Corporate
FTA	Federal Transport Authority
MRT	Media Richness Theory
OBN	Oromia Broadcasting Network
OTA	Oromia Transport Authority
PTA	Public Transport Associations
RTAs	Road Traffic Accidents
VIO	Vehicle Inspection Organization

# Table of Contents

	Page
ACKNOWLEDGEMENTS .....	i
ABSTRACT.....	ii
List of Acronyms .....	iii
Table of Contents .....	iv
CHAPTER ONE: INTRODUCTION .....	1
1.1 Background of the Study .....	1
1.2. Statement of the Problem.....	3
1.3. Research Questions.....	4
1.4. Research Objective .....	5
1.4.1. General Objective .....	5
1.4.2. Specific Objectives .....	5
1.5. Significance of the study.....	5
1.6. Scope of the Study .....	5
1.7. Limitation of the Study .....	6
1.8. Organization of the Study .....	6
CHAPTER TWO: LITERATURE REVIEW .....	7
2.1. Media Richness Theory .....	7
2.1.1. Face to Face Communication.....	8
2.1.2. The Telephone Medium .....	8
2.1.3. Written Communications .....	8
2.2. Stakeholders.....	8
2.3. Effective communication .....	9
2.4. Message Development .....	10
2.4.1. Key messages in public relations .....	10
2.4.2. Tips for creating powerful key messages.....	11
2.5. Communication Channels .....	12
2.5.1. Print Media.....	13
2.5.2. Social Media .....	13

2.5.3. How to Determine the Appropriate Communication Channel.....	14
CHAPTER THREE: RESEARCH METHODOLOGY.....	16
3.1. Research design .....	16
3.2. Sampling Techniques.....	17
3.2.1. Sample size .....	17
3.3. Data collection instruments.....	18
3.3.1. Semi-structured interviews .....	18
3.3.2. Document Review.....	19
3.4. Data Presentation and Analysis.....	19
CHAPTER FOUR: DATA PRESENTATION AND DISCUSSION.....	21
4.1 Introduction.....	21
4.2. How rich the media used by Oromia Transport Authority.....	21
4.3. Communication message development.....	22
4.4. Communication channels and its appropriateness .....	34
4.5. Communication Challenges OTA faced in Communicating with its Stakeholders .....	37
4.6. Chapter summary .....	39
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS .....	40
5.1. Conclusion .....	40
5.2. Recommendations.....	41
References.....	43
Appendices.....	47
Appendix I : Interview Questions for Officials in OTA .....	47
Appendix II: Interview Questions for private level stakeholders .....	48

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Every year globally 1.3 million people lose their lives from road traffic accidents (RTAs) (Abdulla AL Hammoudi, 2014, p. 4). In Ethiopia, the Federal Transport Authority (FTA) estimates that more than 4,400 people die from RTAs every year. Another 15,000 people are estimated to suffer serious and slight injuries. The damage to properties exceeds One Billion Birr per year. Nearly half of the deceased (49%) are youths between the age of 18 and 30. Due to its geographic location at the center of the country and the intensity of traffic mobility in that part of the country, Oromia Region suffers disproportionate levels of deaths, injuries and loss of property from Road Traffic Accidents (RTAs) (Federal Transport Authority, 2016). The regional traffic accident record states that, on average more than 1200 people are killed and 2000 suffer light and serious injuries each year and over Birr 250 million is lost to property damage from RTAs (Oromia Transport Authority, 2016 ).

Road transport is a multiple stakeholder sector in Ethiopia as well as Oromia. It involves the participation of several governmental and private sector organizations. Private sector organizations play a vital role in the sector including the provision of products and services. Private sector organizations include driving schools, vehicle inspection organizations and public transport associations. Private sector service providers have a powerful influence on road safety outcomes and the incidence of RTAs. This is because of failure to comply with regulations and a lack of resolve for enforcing the service standards required by regulatory bodies. Road transport sector in Ethiopia, as well as Oromia, is not well-developed and needs due attention, cooperation

and effective communication of private stakeholders, community and practitioners of the sector (OTA Public Mobilization Document 2010). Thus, in order to ensure traffic safety in Oromia region and enable transport to play its role in the country's socio-economic development, effective communication among diverse stakeholders is crucial.

According to Stephen (2011), communication is a critical factor in directing and mobilizing the workforce towards the accomplishment of the organizational goals or objectives. By creating a conducive to work environment and mutual understanding between diverse stakeholders, it enhances co-operation and promote effective performance. Communication is an essential tool to effective team performance. Communications for any organization is like blood flow in the human body (Mckinney, Barker, Smith& Davis, 2004).

In addition frequent communication with the stakeholders assists the organization team and enables stakeholders to be better committed to achieve the organizational goal. Hence, in order to enable stakeholders to play their roles by acting in accordance with transport laws and deliver quality services to the users, the stakeholders who are concerned and also vital for the service provision have to be communicated appropriately, and also great effort needs to be made to obtain their maximum support.

Therefore the research assesses the communication between OTA and its private sector stakeholders particularly; Driving schools, vehicle inspection organization and public transport associations, by exploring the ongoing practices on message development and channels of communication used and also give different recommendations that would enhance the effectiveness of stakeholder communication in the transport sector.

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

The key stakeholders have essential role in the success of any project and they have a number of core responsibilities that they must adhere to. Thus, frequent interaction with the stakeholders and effective stakeholder communication facilitate healthy relationships among diverse stakeholders who take part in day to day tasks of the organization which in turn helps to team and enables stakeholders to be better committed to achieve organizational goal.

Also in Oromia Transport sector, there are a number of actors who have their own roles in ensuring safe, accessible and quick transport service delivery in the region, whereas, Oromia Transport Authority is mandated to administer and regulate transport issues throughout the region. However, even if there are multiple stakeholders who have roles in ensuring traffic safety in the region, ensuring traffic safety has been very challenging and the severity of the problem is increasing from time to time and adversely affecting the economy of the country in general and the livelihood of individuals in particular.

Hence, in order to reduce the alarming rate of the accident and ensure traffic safety throughout the region, collective effort of stakeholders and strategic communication within and between the sectors involved in transportation planning and management of the region is valuable. However, as far as I know communication between OTA and its private sector stakeholders are weak. Research is further necessary to find out whether OTA and its private sector stakeholders communication are effective or not.

The absence of effective stakeholder communication in the transportation sector can lead to greater risk to transport service delivery as well as to the traffic safety which may finally affect the health and wellbeing of the society, and also economic development of the country.

Therefore, in order to achieve the goal and enable transport to play its pivotal role in the country`s development endeavor, including the regional one, Oromia Transport Authority has to relate and communicate effectively with its potential stakeholders. Effective communication within the sector is important to obtain the stakeholders` vital support for the achievement of organizational goals. Their constructive input may also be used for the improvement of the quality of service rendered for customers.

Consequently, this study assesses communication between OTA and private sector stakeholders particularly, Public Transport Associations, Driving schools and Vehicle Inspection Organizations by exploring the ongoing practices on message development and channels of communication used.

### **1.3. Research Questions**

1. How rich are the media as used by OTA?
2. How does OTA develop communication message for its private level stakeholders?
3. What channels of communication does OTA use in its interaction with private level stakeholders?

## **1.4. Research Objective**

### **1.4.1. General Objective**

The general objective of the study is to assess communication between Oromia Transport Authority and its private level stakeholders.

### **1.4.2. Specific Objectives**

1. To identify how rich the media used by OTA.
2. To examine how OTA develops communication messages to its private level stakeholders.
3. To identify the communication channels OTA use in its interaction with private level stakeholders.

## **1.5. Significance of the study**

It is hoped that the outcome of this study will be used for planning and designing an effective communication strategy of an organization in such a way that it promotes effective stakeholders communication. The study is also believed to raise awareness among all stakeholders about multifunctional values of communication throughout the sector. Moreover, the study will be helpful for researcher as a reference to do further research on the issue at hand. Finally, the study will be important source of information for the organization as well as public relation directorate.

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

Even though OTA has multiple stakeholders both at internal and external, and it also has many levels of stakeholders the study entirely focuses on the assessment of OTA's communication

with its private sector stakeholders; particularly; Public Transport Associations, Driving schools and vehicle inspection organizations by exploring the ongoing practices on message development and channels of communication used.

### **1.7. Limitation of the Study**

The study conducted on the assessment of communication between OTA and its private level stakeholders mainly focuses on the ongoing practice of message development and communication channel that are used to convey messages produced. Shortage of relevant previous studies on the issue of stakeholder communication may modestly affect the comparability of the present results. Despite, the limitations the researcher exerted necessary effort to make the study complete by answering the research question raised.

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

The research paper is organized in five chapters. The first chapters deals with background of the study, statement of the problem, research question, objective of the study, significance of the study, scope and limitation of the study and how the study is organized. The second Chapter focuses on related literatures. Chapter three describes the research methodology, design approach, the data collection and analysis method employed in the research. Chapter four presents the result and discussions of the findings and chapter five concludes the thesis and offers recommendation of the research.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1. Media Richness Theory

The Media Richness Theory is a theory that is concerned with information processing and communication effectiveness. It assumes that the choice of certain communication channel depends on two factors: the purpose or complexity of the message and the property of the particular channel (Davis, 2006). The aim is to reduce ambiguity through a conscious media selection and eventually facilitate understanding. Therefore, the attention is directed towards the increasing information and subsequently decreasing uncertainty.

According to Daft & Lengel, (1984) MRT proposes a hierarchy of information media based on information richness using four distinguishing factors: the feedback capability of the medium; number of channels used such as audio, video or both the source of the information, personal or impersonal; and finally, language variety, such as verbal or non-verbal, as in body language and photos. Communication media include face-to-face discussion, phone calls, letters, written documents and numeric documents.



### **2.1.1. Face to Face Communication**

Face- to- face personal communication is one of the richest channels of communication that can be used within an organization. (Goliath, 2005) Face-to-face is the richest form of information processing because it provides immediate feedback and allows the simultaneous observation of multiple cues, including body language, facial expression and tone of voice, which convey information beyond the spoken message. Face-to-face information also is of a personal nature and utilizes natural language which is high in variety (Daft & Lengel, 1984).

### **2.1.2. The Telephone Medium**

Telephone is less rich than face-to-face. Feedback capability is fast, but visual cues are not available. Individuals have to rely on language content and audio cues to reach understanding.

### **2.1.3. Written Communications**

Written communications are less rich and the feedback is slow. Only the information that is written down is conveyed so visual cues are limited to that which is on paper. Audio cues are absent, although natural language can be utilized. As (Fann and Smeltzer, 1989) stated, a more effective communication can be reached when the media richness level is matched with the respective messages ambiguity level.

## **2.2. Stakeholders**

According to (Cornelissen, 2014, p. 7), a stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives. Also stakeholders are individuals

or groups who interact with business and who have a “stake” or a vested interest in the organization (Carroll & Buchholtz, 2006, p. 23).

They further state that stakeholder groups are divided into Core stakeholders, Strategic stakeholders and Environmental stakeholders. Core stakeholders are essential for the survival of the organization. Strategic stakeholders are vital to the organization, and Environmental stakeholders are all others in the organization’s environment that do not belong to the two other groups (Carroll & Buchholtz, 2006, p. 71).

### **2.3. Effective communication**

According to (Tsai & Ghoshal, 1998), effective communication is a critical component of successful collaboration. It enables collaborators to foster ideas, to build common ground, and to also develop complex interpersonal relationships. Effective communication is not only about conveying a message that you want to say. It is about conveying the message so that other people understand and respond to it. Effective communication between two parties requires sending and receiving message in both directions. The sender must be able to deliver their message to the receiver and the receiver must respond to the message in order to complete a cycle of communication. This will ensure a smooth flow of idea and understanding between both parties and prevent misunderstanding.

Effective communication occurs when there is shared meaning. The message that is sent is the same message that is received. There must be a mutual understanding between the sender and the receiver for the transmission of ideas or information to be successful.

## **2.4. Message Development**

The key determinants of effective messages are that they should be timely, clear, understandable, accurate, consistent, have an appropriate load (neither too much nor too little information), relevant to the recipients, and credible. (Zaremba, 2010).

Checking to make sure messages are clear, accurate, and relevant is prerequisite for ensuring the right message is conveyed. Clarity means checking whether the target public might interpret a message in a way other than, especially opposite to, what was intended. Accuracy means making sure that factual statements are correct and based on solid, verifiable evidence. Taking information out of context can change its meaning so that it no longer can be considered accurate. In addition relevance means making sure the intended receivers will pay attention to the message. Messages must appeal to their values and interests and communicate in a language they use and understand (ACE, 1990).

### **2.4.1. Key messages in public relations**

Messages have been defined in a public relations context depending on the information that organizations want their target publics to know (Mahoney, 2008). According to (Hallahan, 1999, p. 463) Sending effective messages to reach “strategically important audiences” can be seen as a “critical function in public relations”.

Key messages are the main points wanted target audience to hear and remember. They create meaning and headline about the issues that are wanted to be discussed. Key messages allow controlling communications, enhancing relationships with the target audiences (Pollard, 2016).

As Moloney, 2006, p. 131) states “attitudes and behaviors only change after many rounds of messaging” and (Wilson, 2001, p.217) states that messages “are useless if they are not delivering a specific message to a target public so that the public act to help meet organizational objectives and accomplish organizational missions”.

#### **2.4.2. Tips for creating powerful key messages**

To ensure one get his/her point to get across, it is essential to establish key messages before any communication with the media or target audiences. Therefore, thinking about the following issues is critical:

- Support one`s core message by evidence.
- Make one`s language concise, professional, and to the point.
- One should be positive and use active language.
- One should make sure his/her message represents his/her agenda appropriately.
- Also, one should portray the most important core messages and write simply but with enough interest to provoke the reader by keeping it simple, short and specific.
- Consider target audiences. What do they need and want to hear? Does one have multiple target audiences? If so, ne should ensure to tailor his/her target messages to each individual group.
- Influencing the perceptions of other people is not an easy task. However, developing key messages that are clear, concise, honest and positive will put in control of the information that is ‘out there’ and allows one to influence his/her audiences in most effective way.

- One should be aware that his/her key messages are not static. Everything changes over time. So, reviewing key messages regularly is vital in making sure they are still relevant and reflect core business messages (Pollard, 2016).

## **2.5. Communication Channels**

Channels of communication are the modes through which message reaches from the sender to the receiver. The channel varies in their information richness. Information rich channels convey more non verbal information. Researches show that effective managers tend to use more information rich communication channels than less effective managers (Allen & griffeth, 1997; Yates & Orlikowski, 1992).

The key to effective communication is to match the communication channel with the goal of the message (Barry & Fulmer, 2004). There are several channels to choose from in order to reach the target audience depending on what the members read, listen to, watch and engage in. Hence, it is critical for organizations to understand what works effectively with different audiences.

Different channels are appropriate for different audiences, and the choice of channel will depend on the audience being targeted, the messages being delivered and the context of the emergency. Using a variety of channels or a channels mix is recommended so that messages can be reinforced through multiple sources. Choosing the communication method depends on the role of individual or group in your project or work. This role will have two elements: the level of influence that the stakeholder has on the success of the project and the level of relevance that the project has to the stakeholder's own interests (The National Archive, 2013).

### **2.5.1. Print Media**

According to (Van Riel and Fombrun, 2007) Print media can carry more complex information than television or radio can, because people can take the time to read the material slowly or repeatedly to make sure they understand it. Print media is supporting other communication channels and providing more detailed information on a particular topic that individuals can look through at home.

### **2.5.2. Social Media**

Social media requires widespread internet access and high rates of online usage. Thus it is widely available and accessible it obtains a large reach especially, it is effective in Communicating with young people. Through social media, users can upload photos, videos, music, images, and texts to share ideas, feelings, opinions, and experiences with other members (Lai & Turban, 2008); (Turban et al., 2015). Social media has become a powerful force of democratization and enabled communication and collaboration among individuals at a massive scale without geographical, time, and system constraints (Hinchcliffe, 2008; Lai & Turban, 2008). However, social media is unsuitable for communication with low literacy groups. Integration of video, pictures and audio with text make the channel can be highly interactive.

### **2.5.3. How to Determine the Appropriate Communication Channel**

According to Van Riel and Fombrun, 2007 to choose effective communication channel, the following aspects have to assess.

1. **Credibility:** This refers to the extent to which the target public trusts the source of one`s messages, believe the source is unbiased, and believe the source is competent or expert in the topic under discussion.
2. **Reach and exposure frequency:** Is it easy for the target publics to gain access to information via this channel? How much exposure can they achieve?
3. **Efficiency:** relative cost against relative benefit need to be considered. Costs include production and distribution costs in terms of monetary investments and time and staff requirements.
4. **Control:** one need to determine to what extent the content and distribution of the message can be managed and to what extent control is important for the communication program. In crisis situations, companies often buy advertising to get their messages out without any filters. In other cases, a lack of control is preferred because of the increased credibility for a message that appears as editorial copy instead of as a purchased advertisement.
5. **Flexibility:** This refers to the extent to which the target publics can gain access to the message in a way convenient to them.

6. Context: This refers to the environment in which a message is presented. You want to be able to predict how a message will be received by those you want to receive it. To do this you need to know how your target public feels about your organization and possible information sources and how their attitudes relate to specific message strategies you might employ. Keep in mind that you need to be able to anticipate the extent to which unintended recipients may have access to your message and how their reactions may affect your program goals.

## CHAPTER THREE: RESEARCH METHODOLOGY

This part of the research paper briefly discusses the design, the sampling and data collection techniques along with arguments verifying the appropriateness of the techniques.

### 3.1. Research design

The study uses both qualitative and quantitative research method to answer the research questions, using data appropriate for the study. As Dornyei (2007) stated, “Mixed methods approach involves the combined use of qualitative and quantitative methods with the hope of offering the best of both worlds”. Some quantitative elements are used based on qualitative research. Qualitative research methods are a powerful means of gaining an in-depth, holistic understanding of the relationship between international culture and communication from the perspective of those inside a society or ethnic group (Daymon.C and Holloway.I(2011) As the research method chosen for this study is motivated by the statement of the problem and the nature of data intended to be analyzed are discussed in this chapter. I hereby proceed to present the research methodology adopted.

Qualitative method allows a researcher to view behavior in a natural setting without the artificiality that sometimes surrounds the experimental or survey research (Wimmer and Joseph, 2006). According to Flick, (2002) qualitative research is not representative of large population. He believed that in qualitative research participants are not selected randomly and the number of participants is too small to be representative of the population. It aims primarily at understanding particulars rather than generalizing universals.

Therefore, in this research mixed approach is useful due to the possibility of triangulation, i.e., the use of several means to examine the same phenomenon. Triangulation allows this research to identify aspects of a phenomenon more accurately by approaching it from different viewpoints.

### **3.2. Sampling Techniques**

It is impossible for the researcher to gather data from every element within a population. Patton (2015) provides the following description of purposeful sampling: “The logic and power of purposeful sampling lie in selecting information-rich cases for in-depth study. Also Yin (2011), for example, defines purposeful sampling as “The selection of participants or sources of data to be used in a study, based on their anticipated richness and relevance of information in relation to the study’s research questions” (p. 311). In purposive sampling the sample is chosen based on criteria, which are considered as useful data for particular study. This means samples are selected purposefully, not randomly (Kumar, 2006). Thus selection of the sample is based on the purposive sampling strategy since the overall aim of this research is to look at specific aspects of the stakeholder communication practices.

#### **3.2.1. Sample size**

Wolcott (1994) asserts that the wish for a large sample size is rooted in quantitative research, where there is a need to generalize. Small samples allow you to capture participants’ specific responses and individual interpretations. This aspect is often lost when large samples are used. As Silverman, (2010) citing Mitchell (1983), states, ‘the validity of qualitative analysis depends more on the quality of the analysis than on the size of the sample’. Therefore, in the study samples were taken from OTA and its private level stakeholders particularly, Public Transport

associations, Driving Schools and Vehicle inspection Organizations who have a great role in ensuring traffic safety in the region. Hence, because the population studied have similar characteristics/homogenous, from Oromia Transport Authority three officials and from private sector stakeholders five persons interviewed. The total sample size for the study was **8** participants.

### **3.3. Data collection instruments**

#### **3.3.1. Semi-structured interviews**

The researcher conducted semi-structured interviews with two people from the Oromia Transport Authority, two people from Public Transport Associations, two people from Driving Schools and two people from Vehicle Inspection Organization. Denscombe (2007) states that with semi-structured interviews the researcher has a clear list of issues or questions, that needs to be addressed and answered. This allows interviewees to develop ideas and speak more widely on issues raised by the researcher. Carno (2003) points out that the semi-structure interview is the richest source of data. It is seen as “a two person conversation initiated by the interviewer for the specific purpose of obtaining research-relevant information” (L. Cohen, Manion, & Morrison, 2000, p. 269).The researcher chooses this approach because it is very flexible and it allows developing an understanding of the perspectives of interviewees. The interview were conducted in Afan Oromo and Amharic language to make the interviewee feel comfortable and express the issues in better ways and audio recorded because it enables the researcher to capture the exact words of the interview, inclusive of questions; to maintain eye contact and pay attention to what participants say, without having to concentrate on note taking.

### **3.3.2. Document Review**

The researcher purposively selected traffic safety messages posted on OTA`s face book page with in a time frame, from 1<sup>st</sup> of may, 2018- 31<sup>st</sup> of may, 2018. The unit of analysis was the messages posted on OTA face book page.

### **3.4. Data Presentation and Analysis**

Data gathered from different sources by different techniques were coded, categorized, analyzed in a systematic manner to provide answers to research questions. First the researcher transcribed the data obtained through interview/ recordings by focusing on the areas which link to the topic and translated them from Afan Oromo and Amharic into English. Then the data obtained from interview were coded and categorized into various sub-topics for analyzing key themes that enabled to the research question and objectives to be addressed. After reducing, coding the data and developing the patterns and categories in previous steps, each topic was labeled using appropriate headings, and then the major findings were interpreted to draw conclusions about the effectiveness of communication between OTA and its private level stakeholders.

Qualitative Content analysis is a method of analyzing written, verbal or visual communication messages Cole (1988). Depending on the research question, the unit of analysis can also be a letter, word, sentence, portion of pages or words, the number of participants in discussion or the time used for discussion (Robson 1993, Polit & Beck 2004). According to Robson (1993), researchers are guided by the aim and research question of the study in choosing the contents they analyze. Accordingly, the researcher purposively selected traffic safety messages posted on OTA face book page by their post date. Since the objective of the study was to assess the

communication between OTA and its private level stakeholders particularly, the ongoing practices on message development and channel of communication used, the researcher were collect the messages on OTA face book page. Then the researcher was read carefully the messages and creates the theme and categorizes the messages according to their similarity. Finally systematically identifies the gaps and draw conclusion about the development of the message that disseminated through OTA face book page.

## **CHAPTER FOUR: DATA PRESENTATION AND DISCUSSION**

### **4.1 Introduction**

This chapter provides a description of the data collected in this research study and presents the analysis and discussions of the research findings. It is also related with the research questions and knowledge claims mentioned in the literature review. It also attempts to evaluate how media used by OTA is rich, message development practice of OTA and its channels of communication. This chapter also considers the results of the interviews and document review in light of the literature on this issue, and analyses the findings in order to answer the research questions which are presented in chapter one.

The following section presents the research results and discussions of the study based on three in-depth interviews with OTA officials and five private level stakeholders, coded by letters and number as OTA1 – OTA3, and five managers/owners from private sector stakeholders coded as DS1 – DS2, PTA1 and VII-VI2 and messages found on the Face book page of OTA.

All interviews were related to the experience, understanding and perceptions of the participants regarding communication between OTA and its private sector stakeholders. The interview questions were designed, separately for OTA and stakeholders who work and are involved in traffic safety matters. (See Appendix I, p. 47 and appendix II, p. 48).

### **4.2. How rich the media used by Oromia Transport Authority**

When both participants from OTA and private sector stakeholders were asked about the communication channels OTA used in its communicating with private sector stakeholders, the participants stated that;

“Electronic media especially TV and Face to face communication/meeting is a widely used means of OTA communication. Currently the Authority started using Face book. ” OTA1, OTA2, OTA3

“ Oromia Transport Authority uses multiple communication channels like television, meeting, Face book and letters, phones and reports in communicating with our organization however, we have a desire to communicate via meeting and focus group discussion than others.”PTA1 DS1 & DS2

“Face to face communication creates an opportunity to discuss issues specific to our organization and about overall issues in transport in depth however, communication between our organization and Oromia Transport Authority is limited to reports, letters and phone and we are not satisfied with.” VIO1 and VIO2”

According to Goliath, (2005) face- to- face personal communication is one of the richest channels of communication that can be used within an organization and As Daft & Lengel, (1984) written communications is less rich media. Therefore the result revealed that OTA uses both information rich media and less information rich media in communicating with its private sector stakeholders.

### **4.3. Communication message development**

The key OTA officials were asked about what OTA consider in its communication message development and how well the messages disseminated to private sector stakeholders are understood and implemented and the participants from the private level stakeholders were asked how well they understood the message delivered to them. Regarding what OTA consider in

communication messages development the three participants from OTA reacted differently. From the respondent's point of view,

“The priority consideration of our message development is our audience and their level of understanding about the scenario of transportation in the Region. The second priority is the complexity of the sector so that the stakeholders and actors in the sector shall feel how painful the traffic fatality occurrence is so frequent because of human error.” OTA1

“In our communication message development, emphasis is given to the roles and responsibilities of each private sector stakeholder have in the sector. In order to enable them to understand their roles and strive to play their roles and contribute to the efforts made to ensure traffic safety in the region”OTA2

“We have considered the criteria each Private sector stakeholder has to fulfill while they are working in the sector” Each stakeholder is expected to work according to the working manuals which guides their overall activities thus in order to enable them to work accordingly in our message development we consider what we want them to do.” OTA3

Regarding stakeholders understanding of the messages and its implementation the three Participants from OTA also stated that

“The private sector stakeholders ignore the message delivered to them and fail to implement what they understood due to conflict of interest. They strive to do according to their interest/benefit not as they are expected to do. The second reason is they want to keep the status quo. They do not want to understand how painful the traffic accident is.” OTA1, OTA2 and OTA3

The results showed that in communication message development OTA consider its audience level of understanding in terms of transportation in the region. However, as discussed in literature understanding the audience is more than what OTA consider because deep understanding of the audiences is very critical in message development. Deep understanding of the audiences include considering the background of each stakeholder, their educational level, the actions they take now and desire to continue doing or change, the language they use and like.

As Hansan & Paul, 2015 states “determining the key audience, purpose of the message, delivery method/channel, time and space for the message being developed is one of the most important parts of message development.” However, if one organization has a good understanding of its audiences, it is easier to be strategic and clear about the purpose of its communications, key messages it needs to deliver, and the channels that can best get its message across. Hence, in order to develop effective message and communicate effectively with its private sector stakeholders, OTA needs to made stakeholder analysis.

When the five private sector stakeholders queried about their understanding regarding the messages delivered to them, most of the participants stated that;

“I easily understood the messages OTA delivered to our organization because I have long term experiences in the sector. However, the challenge is on implementing what is understood.” VIO1

We have no problem in understanding the message delivered to us, as we get many rounds of the same messages through different communication tools OTA used and we have long term-

experiences regarding road transport issues in the sector. However, we fail in implementing what we understood. PTA1, DS1 and DS2.

“Sometimes I do not understand the messages delivered from Oromia Transport Authority, because our communication is limited to phone, letter and reports.” VIO2

From the data the researcher understood that most of the private level stakeholders understand the messages OTA disseminated for them as most of them have a long-term experience and over exposure to the message. But, they ignore the message and fail to implement what they understood due to over exposure to the same message and conflict of interest between private sector stakeholders’ commercial objectives and the organization/public desire to reduce road traffic accidents.

Besides the data obtained from interview the messages disseminated through OTA Face book page are collected and analyzed qualitatively and quantitatively in order to understand how well OTA develops its communication messages and the users’ reaction to the messages. The researcher coded each message under two broad categories according to the similarity in the contents of the messages (i.e. Traffic accident and acting responsibly and Transport and Culture).

### **1. Traffic accident and Acting responsibly**

#### **Message 1:**

“ The studies done at different times indicate that, of all factors that can cause traffic accidents, lack of driving competence holds the greatest and highest share. The competence, attitude and capability of drivers who are trained by institutions that train drivers have

tremendous gap and incompetence. So, drivers` training institutions in our region have to work to play significant role in prohibiting the death of people caused by traffic accident, by providing quality training that is to the level of the standards of the transport authority and enable drivers have proper competence, attitude and responsibility.”

**Message 2:**

“ Let us prohibit traffic accident caused by vehicle technical problem by ensuring institutions that inspect the technical competence and the technical age of vehicles are led by basic and quality inspection directives.”

**Message 3:**

“Public transports associations have to work to ensure traffic safety and the benefit of the people in transport service provision, by ensuring their member drivers work with the attitudes required by the discipline.”

**Message 4:**

“No one should die in traffic accident due to my error.”

**Message 5:**

“Oromia Region wide campaign on traffic safety is to be launched on May 12, 2018.The campaign will be launched by higher Regional officials.”

**Message 6:**

“The oromia Regional Sate has invested huge amount of resources in transport infrastructure development, technology enhancement and human skill development to meet the current socio-economic development of the region in particular. We continue to invest in the latest technologies and systems that promote transportation management system encompassing the entire oromia , but , as we all know ,technology is a facilitator. The epicenter and core focus is human skill development. The capacity of the people operating the system and stakeholders are what give us the fighting edge .We have trained 1000+ graduates of Automotive and Mechanical Engineers recently and they have joined public transport union and drivers training center . We continue to do the same in the coming year and enroll our youth to be the main operator and manager in the public transportation system. Doing this we have started reaping results - skilled drives are getting humble training ,public transport union are getting more profit, some Chaotic bus terminals are getting better.”

**Message 7:**

“To ensure traffic safety throughout Oromia region, Oromia Transport Authority will start using “SMS penalty record management system” very soon. Therefore in order to enable transport controllers and traffic polices understand and compatible with the Sms technology OTA gives practical training throughout six Oromia cities like Jima, Nekemt, Ambo, Shashamane, Ciro and Adama.”

**Message 8:**

“By the time you realize you’re going too fast, it may be too late.”

**Message 9:**

“Slow down. Speeding gives you less time to react and increases the severity of an accident.”

**Message 10:**

“ Oromia Transport Authority starts “SMS based penalty record management system” training at jimma town today. All transport controllers and traffic police in Jimma zone are participating the training.”

From the above face book messages the researcher understood that the first three messages under the theme are designed and disseminated to Driving Schools, Vehicle Inspection Organization and Public Transport Associations in order to change their attitudes and encourage them to engage in the delivery of quality service which can lead to ensure traffic safety. Message one is supported by evidence however; it is not concise and attractive. On the other hand, message four is designed in such a way that its targets audiences simply understand what OTA intend to say and provoke the readers. The message is clear and concise and energetic. The fact that the message is also developed in three languages has enabled it to address large number of people.

On the other hand message five, six and seven give information on the daily occurrences in Oromia Transport Authority. Some messages are not concise and provoke the readers. For instance message six is not concise and in the message development the target audiences are not

considered as it is designed only in English language. Messages eight and nine are concise, simple and can provoke the reader however; the target audiences do not simply understand what OTA intended to say due to language barrier. The messages are designed only in English language which indicates that, in the development of the messages, audiences were not considered.

## **2.Transport and Culture**

### **Message 1:**

“Bus stations in Oromia region have the place where the culture and norms of Oromo people are respected not the place people who want transportation service suffer due to lack of discipline in the bus station. Hence let us protect the rights of peoples to be served based on their preference of the vehicles.”

### **Message 2:**

“ As per the directives of transport service supply no. 05/2018, while there are high traffic mobility due to holidays and other known events, OTA allowed transport service suppliers to add 35%- 50% on the normal transport service tariff/price set by the Authority in order to match the demand and supply of transportation. However, from its monitoring and evaluation and complain from public OTA understood that drivers act illegally to get extra benefit and as a result people suffer more. Thus, OTA decided that as the payment for transport service is according to the normal transport price/tariff.”

**Message 3:**

“ Oromia Transport Authority has conducting a two day workshop to discuss on the nine month performance report of the authority with its stakeholders at Adama town.”

**Message 4**

“Let us give priority for disabled, elders, pregnant women and women with child in transportation service delivery.”

**Message 5:**

“ Oromia Transport Authority made price adjustment on transport tariff. The price the authority set differs based on the level of the vehicles. Hence you have to know and served based on the adjustments.”

**Message 6:**

“ Oromia Transport Authority discusses today with bus station coordinators at Adama town to enable them work to ensure Oromo culture ,norms and language in bus stations throughout the region.”

**Message 7:**

“ Oromia Transport Authority deploy more experts from head office to different zonal and cities offices in order to support and monitor the overall transport issues in the region.”

The qualitative content analysis result also revealed some of the messages posted on OTA Face book page are not clear, concise, timely, targeted and energetic. In addition, the messages are not consistent and in designing some messages the audience level of understanding not considered. However, The key determinants of effective messages are that they should be timely, clear, understandable, accurate, consistent, have an appropriate load (neither too much nor too little information), relevant to the recipients, and credible. (Zaremba, 2010). On the other hand most of the messages posted on OTA face book page focuses on giving information about the organization`s daily activity than communicating strategic messages.

Besides the qualitative content analysis of the messages on OTA facebook page,the researcher were used quantitative content analysis of face book messages in order to analyse face book user`s reaction to the messages. Analyzing the messages OTA send via its page quantitatively based on the number of likes, shares and comments enable the researcher to understand the face book users reaction to the messages and how the messages spread rapidly. When a face book user likes or shares content or writes a comment with his or her Face book credential, an update of the “Like,” “Share,” or comment will be posted on that user`s wall. By doing so, consumers can quickly exchange information within their Face book network, and companies can rapidly spread their messages. Therefore the findings of quantitative content analysis of OTA face book message presents in the following table.

**Table 1. Descriptive Results for Post Engagement**

Messages	Language used	Type of the messages	Post reached	Post Engagement action in number		
				Like	Share	Comment
<b>1. Traffic accident and Call for acting responsibly</b>						
Message 1	Afan Oromoo	Call for action	1203	22	11	2
Message 2	Afan Oromo	Call for action	599	20	6	0
Message 3	Afan Oromo	Call for action	283	11	4	0
Message 4	A/Oromo, Amharic & English language	Call for action	159	7	4	0
Message 5	English language	Informational	94	6	1	1
Message 6	English language	Informational	278	11	9	4
Message 7	Afan Oromo	Informational	313	5	5	2
Message 8	English language	Call for action	114	5	-	0
Message 9	English language	Call for action	276	3	6	1
Message 10	Afan Oromo	Informational	167	12	5	2
<b>2. Transport and Culture</b>						
Message 1	Afan Oromo	Call for action	386	12	9	0
Message 2	Afan Oromo	Informational	2338	43	31	8
Message 3	Afan Oromo	Informational	198	18	5	2
Message 4	Afan Oromo	Call for action	153	5	5	-
Message 5	Afan Oromo	Informational	402	8	3	1
Message 6	Afan Oromo	Informational	187	11	2	-
Message 7	Afan Oromo	Informational	228	16	6	2
<b>Total</b>			<b>7,378</b>	<b>215</b>	<b>112</b>	<b>25</b>

The above table presents the results of OTA face book messages irrespective of the type of messages, the language the messages are designed and disseminated, post/message reached and post engagement (the number of times a post is liked, shared and commented).The findings revealed that the number of people the messages reached was 7,378 and among these 215 people liked, 112 people shared and 25 people commented the messages. This means that 2.9% of users, who see the Face book post, make a like, 1.5% of users who see the Face book messages, make a share and less than 1% of users who see the Face book post, make a comment. This indicates that there is extremely low level of face book user's reaction to OTA messages.As a result the messages not spread rapidly and consumers cannot quickly exchange information within their Face book network.

Also the quantitative content analysis result revealed that most (52.9%) of the messages disseminated through OTA face book pages are operational information about the daily occurrences at OTA. In addition to this users reaction to post is higher when the messages are in local languages especially Afan Oromo than English language due to most of the target audiences are Afan Oromo language speakers.

As Moloney, 2006, p. 131) states that “attitudes and behaviors only change after many rounds of messaging” and (Wilson, 2001, p.217) states that messages “are useless if they are not delivering a specific message to a target public so that the public act to help meet organizational objectives and accomplish organizational missions”. Developing and disseminating strategic messages are critical for effective communication. Therefore, there is a need for Oromia Transport Authority

to improve its message development in order to disseminate strategic messages and communicate more effectively with its private sector stakeholders.

#### **4.4. Communication channels and its appropriateness**

When queried about the communication channels used between OTA and private sector stakeholders, the participants from OTA and private sector stakeholders stated that;

“Oromia Transport Authority made efforts to use multiple channels in order to reach its stakeholder. However, Face to face communication/meeting and electronic media especially TV is a widely used means of communication so far in our sector. Media plays great role in communicating information with stakeholders and the general public. The authority uses media outlets such as EBC, FBC, WMCC and OBN in communicating messages through tools like news. Especially, OBN is a key driver in communicating the transport related information to the involved parties, and also to the general public. Besides OBN News, Weekly TV programs, panel discussions with stakeholders focusing on transport issues of the region are prepared and broadcasted through OBN aiming at creating awareness about the overall transport issues in the region. Currently the Authority started using Face book. ” OTA1, OTA2, OTA3

“OTA uses multiple communication channels like television, meeting, Face book and letters, phones in communicating with our organization. However, even if most of the channels through which our organization communicated are accessible for us, we faced difficulty in training drivers due to lack of recorded communication resources like audio recordings. Radio is not widely used by OTA however it is accessible for drivers and the general public.” DS1

Oromia Transport Authority uses different communication channels in communicating with us however we prefer to communicate through face to face communication than others. For example we didn't use facebook. DS1, DS2, PTA1

“Face to face communication creates an opportunity to discuss issues specific to our organization and about overall issues in transport in depth however, communication between our organization and Oromia Transport Authority is limited to reports, letters and phone and we are not satisfied with.” VIO1 and VIO2”

The findings revealed that Oromia Transport Authority made efforts to use multiple channels in order to reach its stakeholder however, OTA still needs to add other channels like radio and audio recorded materials to increase its reach as they are accessible to people in their cars, at homes and work. The result also revealed that Vehicle Inspection Organization communicated only through reports, letters and phone and they are dissatisfied.

In addition, the result revealed that most of the private sector stakeholders desire to communicate through meeting and focus group discussion. The private level stakeholders fail to get access to the communicated messages as they are not accustomed to the use of social media. Therefore OTA needs to use a variety of channels or a channel mix so that messages can be reinforced through multiple sources.

The participants from OTA were asked about what OTA determine in choosing the channel of communication. They stated that;

“The determining factor and appropriateness of channel of communication is basically depending on the stakeholders’ capacity of understanding about the transport flow and transportation in oromia and the accessibility of the media. On the other hand the transport Authority considers which private is to be communicated about the issue.” OTA1

“OTA determine the communication channel appropriateness based on the purpose of communication and level of interactions the message require. If the purpose of our communication is to inform we choose the channel that is appropriate for one way communication, and if it is to educate the choice of the channel is face-to face communication and electronic media.” OTA2

“The authority determines the appropriateness of channel by considering the service it deliver to the public” OTA3

According to Van Riel and Fombrun (2007) to choose effective communication vehicles, it is important to assess the Credibility, Reach and exposure frequency, Efficiency, Control, Flexibility and Context. As Barry & Fulmer,(2004) states “the key to effective communication is to match the communication channel with the goal of the message”. Hence, it is critical for OTA to assess the channel credibility, reach and exposure frequency, efficiency, control, flexibility and context in choosing its communication channel and understand what works effectively with different stakeholders because different channels are appropriate for different audiences.

When the respondents from both OTA and private sector stakeholders were asked about how frequently they communicate, they stated that

“The transport Authority communicates quarterly with Public transport union, Drivers training centers and vehicle inspection institutions through meeting. However, when there are urgent issues which need discussion and some misunderstanding between the Authority and private stakeholders we would meet.” OTA1, OTA2 and OTA3

“There are improvements in our communication. However, our communication is not regular and we desire to meet frequently through meeting as it enables us to discuss transport related issues in depth and solve the problems.” DS1, DS2, PTA1.

“Our organization never communicated through face to face communication this year. We are communicated through phones, letters and reports.”VIO1 and VIO2

From the data the researcher concluded that there is no regular face to face communication between the Authority and private level stakeholders. As discussed in chapter two, According to Linton, 2018 Communicating regularly with stakeholders and creating a positive understanding can help the organization build effective long-term relationships with key groups. Communication with stakeholders builds dialogue and helps the organization to build positive relationships with people and organizations who can influence other stakeholders. By setting up forums or inviting other forms of feedback, organizations can gain a better understanding of their stakeholders’ interests and attitudes so that they can fine tune their communications.

#### **4.5. Communication Challenges OTA faced in Communicating with its Stakeholders**

The participants were asked about the challenges OTA faced in communicating with its private sector stakeholders. The participants stated that

“We faced challenges in communicating with our private sector stakeholders due to lack of skilled and professional communicators, lack of agenda setting as per the interests of the OTA and stockholders and limitation of budget. However, limitation of the budget is not the main challenges OTA faced.” OTA1

“There are challenges that OTA faced in communicating with its stakeholders. The challenges are inefficiency of capability of human resources, inadequacy of communication experts, limitation of budget and conflict of interest between the authority and private sector stakeholders.” OTA2

“OTA faced challenges in its communication with stakeholders due to limitation of budget and rent seeking in the sector. Budget is the challenge but not the main issue” OTA3

All participants stated that there are challenges OTA faced in communicating with its private sector stakeholders. The challenges OTA faced were lack of skilled and professional communicators in OTA, conflict of interest between the commercial objective of private sector stakeholders and the organization desire to reduce road traffic accidents, lack of agenda setting as per the interests of the OTA and stakeholders and the limitation of budget. However, two participants pointed out that the limitation of budget is a challenge but it is not the main issue. From the result the researcher understood that even if limitation of budget is among the challenges OTA faced in its communication, the main challenges are the inefficiency of capability of human resources and conflict of interest and lack of proper agenda setting. Hence OTA needs to do more to reduce the challenges.

#### **4.6. Chapter summary**

This chapter presents the result and discussions of the findings. The research focused on interview from both groups of participants (OTA officials and private level stakeholders) and the document reviewed. The responses from interview of both OTA officials and stakeholders revealed that there are improvements in engaging and informing private level stakeholders. However, there are still gaps in message development and choosing appropriate communication channels Hence, OTA still need to improve in its communication message development, choose appropriate communication.

## CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

### 5.1. Conclusion

- The study concludes that OTA uses both information rich media and less information rich media in communicating with its private sector stakeholders. However, the study found a strong desire from owners and operators for engaging in strategic communications with OTA through more traditional channels like radio, town hall meetings and focus group discussions.
- OTA commits significant resources to develop customized messages for its private sector stakeholders. The stakeholders understand OTA`s messages but they ignore the message disseminated for them and this understanding is not interpreted into action by the private sector stakeholders. One of the reasons for ignoring the messages disseminated was reported to be over exposure to the same message and conflict of interest which point to the need of introducing improvements to message development. In addition, most of the messages are not Consistence, timely and energetic.
- The study also observed that OTA uses multiple communication channels in communicating with its private sector stakeholders however, the private level stakeholders fail to get access to the communicated messages through OTA Face book page as they are not accustomed to the use of social media.
- Quantitative content analysis result also revealed that there is very low level of face book users` reaction to the messages posted on OTA Face book page. Strategic use of social media, like Face book can help in sorting strategic messaging and communications from operational messages. Strategic message development for social media will also benefit

from separating messages for internal publics (employees and close operational partner organizations) from message for other key stakeholders, especially the ones in the private sector. Social media accounts can easily be created for targeting specific stakeholder groups like, students in driving schools, motorists who use vehicle inspection organizations and owners and operators of public transport vehicles.

## **5.2. Recommendations**

The following recommendations are provided to improve the effectiveness of the organizational communication with its private level stakeholders.

- The substances in messages should be developed using fresh approaches and improvements in the style of delivery can be used to energize indifferent receivers into action.
- Qualitative content analysis result also revealed that the need for separating operational information about the daily occurrences at OTA from strategic communications messages. OTA can benefit from creating a strategic communications planning and strategy development at the individual stakeholder and special publics levels.
- OTA social media accounts should shift from informational communications to strategic communications with key publics that influence the incidence of RTAs.
- Social media should be used more effectively but it also has significant limitations. Due to the demographic composition of the private sector stakeholders involved in the study it emerged that a large proportion of owners and operators of private sector organizations

are not computer literate and do not engage in social media communications. This very important group will be more responsive to more traditional channels of communication.

- It is advisable to add print media as an option to maximize the out-reach of an organization in addition to previously used media as print media enables stakeholders to read the materials slowly and repeatedly which help them understand the messages clearly.
- Face to face communication between OTA and private sectors need to be held on a regular basis to communicate all issues that need to be raised deeply and prohibit ambiguity.
- OTA should fill the knowledge gaps of communicators through continuous and refreshment trainings
- OTA should Know the status of the target group before any production of communication materials

## References

- Allen, D. G., & Griffeth, R. W. (1997). Vertical and lateral information processing. *Human Relation*, 50(10), 1239- 1240.
- Barry, B., & Fulmer, I. S. (2004). The medium and the Message: The adaptive use of communication media in dyadic influence. *Academy of Management Review*, 29(2), 272–292.
- Carno, C. (2003). *Action research: A developmental approach*. Wellington: New Zealand Council for Educational Research.
- Carroll, A. B. & Buchholtz, A. K. (2006). *Business and Society: Ethics and Stakeholder Management*. 6th ed. Thompson Corporation. USA.
- Cohen, L., Manion, L., & Morrison, K. (2000). *Research methods in education* (fifth Edition ed.). London: Routledge.
- Cole F.L. (1988) Content analysis: process and application. *Clinical Nurse Specialist* 2(1), 53–57
- Cornelissen, J. (2014). *Corporate communication. A guide to theory & practice*.(Fourth Edition ed.). London. SAGE Publications Ltd.
- Daft, R. L., & Lengel, R. H. (1984). Information richness: A new approach to managerial behavior and organizational design. *Research in Organizational Behavior*, 6, 191-233.
- Daymon, C. & Holloway, I. (2011). *Qualitative research methods in public relations and marketing communications*. (Second Edition ed.). London: Routledge.
- DensCombe, M. (2007). *The Good Research Guide: For Small –Scale social research projects*. (Third Edition ed.) New York: The McGraw Hill Companies.
- Dornyei, Z. (2007). *Research Methods in Applied Linguistics: Qualitative, Quantitative and Mixed Methodologies*. UK: Oxford University Press.

- Ethiopia Federal Transport Authority, (2016). Annual Report.. Addis Ababa: Ethiopia Federal Transport Authority
- Fann, G./Smeltzer, L. (1989): Use of information from and about competitors in small business management. *Entrepreneurship Theory and Practice*, 13(4), 35-46.
- Flick,U. (2002) *An Introduction to Qualitative Research.*(Second Edition ed.). London: SAGE publications.
- Hallahan, K. (1999). Seven models of framing: Implications for public relations. *Journal of Public Relations Research*, 11(3), 205-242.
- Hammoundi, A (2014). *Thesis on Causes and Strategies to Reduce RTAs in Abu Dhabi.* Cardiff School of Health Sciences, Cardiff Metropolitan University:
- Hinchcliffe, D. (2008) *Profitably running an online business in the Web 2.0 era.* Luettavissa: Retrived from [http://Web2.socialcomputingmagazine.com/running\\_an\\_online\\_business\\_profitably\\_in\\_the\\_Web\\_20\\_era.htm](http://Web2.socialcomputingmagazine.com/running_an_online_business_profitably_in_the_Web_20_era.htm),.
- Kumar, M. J. & Jones, A. (2006). Government and the Press: Issues and Trends. In Over holster, G. & Jamieson, K. H. (Eds.), *the Press* (pp. 226-247). New York: Oxford University Press, Inc.
- Lai, L.S.L. and E. Turban, (2008) “Groups Formation and Operations in the Web 2.0 Environment and Social Networks,” *Group Decision and Negotiation*. 17( 5) :387-402,.
- Mahoney, J. (2008). *Public relations writing in Australia.* South Melbourne: Oxford Publishing Ltd.
- Mckinney, E.H, Barker, J.R, Smith, D.R&Davis,K.J (2004). The role of communication values in swift starting action Teams: IT insights from flight crew experience, *Journal of*

Information & Management. 41(8), 1043-1056. Retrieved from, <http://www.sciencedirect.com/science/article/pii/S0378720603001721>

Moloney, K. (2006). Rethinking public relations (Second Edition ed.). UK: Routledge.

Oromia Transport Authority (2016), Annual Report. Addis Ababa: Oromia Transport Authority

Oromia Transport Authority (2010), Public Mobilization Document. Addis Ababa : Oromia Transport Authority

Patton, Michael Quinn (2015). Qualitative research & evaluation methods: Integrating theory and practice (Fourth Edition ed.). California: Thousand Oaks

Pollard, C.(2016,) 5 Tips for creating powerful key messages for your business.

Robson, C. (1993). Real world research: a resource for social scientists and practitioner-researchers. Oxford: Blackwell Ltd.

Silverman, D. (2010) Doing Qualitative Research: A Practical Handbook. (Third Edition ed.). London: Sage.

Stephen C. (2011) Research methodology in Business and social sciences, Owerri Canon

Tsai, W., & Ghoshal, S. (1998). Social Capital and Value Creation. Academy of Management Journal of Personality and Social Psychology , 41, 464-476.

Van Riel, C.B.M. & Fombrun C. J. 2007. Essentials of Corporate Communication. London: Routledge.

Wilson, L. (2001). Extending strategic planning to communication tactics. In R. Heath (Ed.), Handbook of public relations (pp. 215-222). Thousand Oaks: Sage.

Wimmer, R.D.and Joseph, R.D. (2006). Mass Media Research: An Introduction. (Eighth Edition ed.) USA: Thomson Wadsworth.

- Wolcott, H.F. (1994). *Transforming qualitative data: Description, analysis, and interpretation*. Thousand Oaks, CA: Sage
- Yates, J., & Orlikowski, W. J. (1992). Genres of organizational communication: A structurational approach to studying communication and media. *Academy of Management Review*, 17, 299–326.
- Yin, R. K. (2011). *Qualitative research from start to finish*. New York, NY: Guilford Press.
- Zaremba, A. (2010) *Organizational Communication: Foundations for Business and Collaboration* 3<sup>rd</sup> edition. Oxford University Press
- Davis, A. 2006: Theories used in IS Research. Media Richness Theory Retrieved from <http://www.istheory.yorku.ca/mediarichnesstheory.htm> [15/05/2011]
- Journal of Educational Multimedia and Hypermedia* (2005), Goliath: Retrieved from [http://goliath.ecnext.com/coms2/gi\\_0199-4812449/Instructional-media-choice-factorsaffecting.html](http://goliath.ecnext.com/coms2/gi_0199-4812449/Instructional-media-choice-factorsaffecting.html) [15/05/2011]

## Appendices

### Appendix I : Interview Questions for Officials in OTA

1. What do you consider in your communication message development?
2. What channels do you use to disseminate information to your private level stakeholders?
3. How do you determine the appropriateness of channel of communication?
4. How frequently do you communicate with the private level stakeholders?
5. How do you disseminate traffic safety messages?
6. Do you think your communication has brought change in behavior? if not why? How to address the problem?
7. What is your idea about the ability of communication materials in helping change behavior?
8. Do you think that the private level stakeholders understand what OTA are asking them to do?
9. Do you think there are any barriers to effective communication?
10. What challenges did OTA face in communicating with its stakeholders?

Anything you would like to add on the subject.....

## **Appendix II: Interview Questions for private level stakeholders**

1. How long have you been working in the transport sector?
2. How frequently do you communicate with Oromia Transport Authority?
3. What is your opinion about the way OTA communicates information to you?
4. How well do you understand the message delivered to you?
5. To what extent are you satisfied with channels through which traffic safety messages are communicated to you?
6. Do you think OTA communication is effective in changing the behavior of its private level stakeholders? if not why and How to address the problem?
7. Do you think there are any barriers to effective communication? What are they?
8. Do you have any recommendations to help OTA communicate more effectively with its stakeholder?