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**COMMUNICATION**

**Assessment of PR Internal Communication Practices and Challenges in Media Industries; the Case of Ethiopian Broadcasting Corporation**

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**September, 2021**  
**ADDIS ABABA**

# **Addis Ababa University**

## **Graduate School of Journalism and Communication**

### **Assessment of PR Internal Communication Practices and Challenges in Media Industries; the Case of Ethiopian Broadcasting Corporation**

**By**

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**A thesis submitted to Addis Ababa University, Graduate School of Journalism and Communication in Partial Fulfillment of the Requirements for the Degree of Master of Arts in Journalism and communication: specialty in Public Relations and Strategic Communication.**

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## **DECLARATION**

I, the undersigned, declare that this study is my original work and has not been presented in any universities, and that all the sources of materials used for the study have been dully acknowledged.

Declared by: Name: Dawit Tassew Yilma

Signature\_\_\_\_\_

Date: \_\_\_\_\_

Addis Ababa

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## **List of Acronyms**

EBC      Ethiopian Broadcasting Corporation

PR        Public Relations

OAU      Organization of African Unity

PRSA     Public Relation Society of America

BIPR     British Institute of Public Relations

UN        United Nations

EPRDF    Ethiopian People's Revolutionary Democratic Front

GCAO     Government Communication Affairs Office

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## **Abstract**

*Improving internal communication is one of the responsibilities of public relations professionals. This research assesses PR's internal communication practices and challenges the case of Ethiopian Broadcasting Corporation. It also identifies various channels of communication being used in EBC for internal communication purposes. This research is carried out using mixed approaches: and primary and secondary data were tools of the study. Under the qualitative method, in-depth interview with public relations practitioners was conducted. In quantitative method questionnaires were distributed to Ethiopian Broadcasting Corporation employees. Various public relations activities are listed in the study. But the results of the study show that, public relations are less likely to function according to the organization's vision and mission. Although both the organization and its employees believe in the importance of public relations, the results of the study indicate that they pay less attention to the department. Another concern is communication channels used by the organization. Electronic, face to face and print options are commonly used. In addition, "Checklist" software has been common for years. But 57.7% of respondents of the questionnaire said that EBC was not using the communication channels effectively. Also regarding to the challenges, responses indicated that communication problems are not solving by communication. Also EBC is not providing regular trainings related to communication. Based on the findings, a few important recommendations that would contribute for improving the internal communication practices of PR and managing challenges for internal communication in Ethiopian Broadcasting Corporation were given.*

# **Chapter One**

## **1. Introduction**

### **1.1 Background**

Internal communication is defined in many different ways. For example, Kalla (2005) defined that internal communication involves all forms of communication within an institution. But according to Welch and Jackson (2007), internal communication is a strategic management style that creates communication and coordination between the organization and its partners. Achieving this requires, above all, public relations efforts.

When it comes to internal communication in any office, it is important to keep in mind what the content and the way of communication are (Krishan, 2011 & Verghese, 2017). The appropriateness and accuracy of the communication channel and the timing of the release will determine the reliability of the source. Public relations professionals are always responsible for providing accurate information and preventing the spread of rumors and gossip in the workplace. The channels of communication may be modern or traditional. As you know, in every office there is a way to communicate with the staff and the management. And those ways e-mails, telephone calls, meetings, face to face conversations, video conferencing, web- based tools, bulletins, documents and memos.( Broomé & Mathias, 2016)

The types of communication which are interpersonal, verbal, nonverbal written communication obviously have to be implemented according to the issue strategically and wisely to communicate and understand mutually. According to Nawafino(2016) the level of communication which are interpersonal communication, group communication, mass communication or public communication needs to be strategic to become effective in the work environment. The direction of communication: upward, down ward, diagonal, lateral and grapevine in the other side have values for the effectiveness and formality of the communication and public relation practices. Robbins and Coulter (2012) stated formal and informal communication in an organization in the following ways, ‘formal communication refers to communication that takes place within prescribed organizational work arrangements and

hierarchy, whereas, informal communication is a communication which is not defined by the organization structural hierarchy'. Sometimes the formality or informality of the communication doesn't matter rather the way of understanding each other matters a lot (Lazenby, 2005).

Public relations education has been start providing in Ethiopia since 2016 at Addis Ababa University. This has created an opportunity for citizens to get acquainted with international courses related to public relations education. This has paved the way for further and additional development of the sector. It has also helped professionals to improve their abilities. But as Zemedkun (2014) puts it: Various partners in the sector, including public relations professionals, have complained about the sector. The government did not pay enough attention to it. Most public relations professionals are not guided by a professional communication strategy. They did not follow modern way of communication. Without the help of strategic public relations, the companies will not be able to survive. As a result, the sector has remained unprofessional for decades. Always public relations professionals should qualify experience, relationship building, attitude, proactively and passion, performance, knowledge of the field, communication technology, organizational, and management skills, ethics, positive outlook and advocacy ( Sietel 2011: Baines et al, 2004:325).

Internal communication practice and challenge is a very important issue for public relations at the moment, and also knowing more about it is very helpful for them, to create the right communication within their organization. Growing and succeeding for an organization alone is not enough. Instead, it requires the collective effort of every employee. The key to success is internal communication. "Effective internal communication is the frontier in the battle for the customer"(Aarti and Aakanksha, 2013).

The first television program was launched in 1956 during the reign of Haile Selassie I, when silver jubilee exhibition took place. At the time, the technical aspects of the work were overseen by the British Broadcasting Corporation. The main purpose of the exhibition was to reflect on economic and political issues in the country. In order to achieve the required output in a closed-circuit system, the corporation introduced 2 recording cameras, 4 monitors in addition to a few telecasts (Leykun, 2004). The founding of the Organization of African Unity (OAU) in 1963 was

also a major issue for the corporation. At the time, a temporary closed-circuit television was made.

As a result, some people could follow the proceeding of the meeting on monitors fixed on lobby in an open space in front of organizations hall (Ibid). A year later, on November 2, 1964, as indicated by Leykun (2004), the Ethiopian Television was established by British firm named Thomson Television International limited. It is also noted that the transmission time, during its establishment, was only two and half hour a day.

During the Derg regime, the organization's activities were under the command and control of the government. It was the mouthpiece of the government, but at the time, the organization made a big difference. That change is the transition of the organization to the color system. In addition to its transition to color, it has expanded its reach to various cities across the country ( Leykun, 2004).

The corporation is currently providing services on radio, television and online channels. Then; by changing certain structures; it changed its name to Ethiopian Broadcasting Corporation.

According to EBC's Human resource experts, although the institute is headquartered in Addis Ababa, it has 115 distribution stations in different parts of the country. The company is currently employing more than 2,100 employees. And also it has only three public relation practitioners. In order to achieve its established purpose, to meet the needs of internal and external populations, it needs a successful internal communication and researchable public relations practice to maintain its media position.

## **1.2 Statement of the problem**

In any organization, large or small, neither service provider nor supplier; Interactive communication between the staff and the public relations professionals is a critical issue. Contributing to professional communication strategies and public relations efforts is not easy. Though, two-way symmetric communication of stake holders and public relations practitioners creates mutual understanding to go far. On the contrary, if there is a communication problem and a lack of interactive communication in an office, the direct impact is related to the organization's

communication strategy and public relations activities. Then, both internal communication and public relations efforts will fail ( Pearson, 2012).

In all every level, internal communication has been and will continue at any company. That relationship can be formal or informal. In this case, the use of appropriate channel and the content of the communication will depend on the activities and budgets of the public relations professionals. The main role of internal communication is to ensure effective communication between staff and management. This will increase the value of the organization. When there is effective internal communication, it helps to create a sense of ownership among the employees. Successful Strategic Communication reduces rumors and gossip in an organization. When there is a good relationship with employees, the motivation of the organization increases. But all of this can happen when there are professional public relations practices (Pearson, 2012).

When we bring the scope to Ethiopia, Nebat (2015) conducted research on practices and challenges of employees 'engagement. Here are some of the ones she mentioned in her study: Weak internal communication prevents employees from fulfilling their responsibilities. Another researcher is Mekedes (2015). In her study she found that there is a strong link between formal internal communication and employee engagement.

The Ethiopian Broadcasting Corporation is the large and oldest media institution in the country. Of course, Samson (2018) did some research on this organization. The main focus of his study was to explore the practice of public relations management in maintaining relations with the public who interact with a corporate organization. However, the study focuses on EBC's relations with outside bodies, not the internal ones. But on the other side, in addition to his study, for this institution: Successful and professional internal communications as well as public relations activities are key issues. The researcher noted that there was a serious problem with internal communication. Along with this, the question is what the public relations movement is like.

The organization cannot persuade, inform, entertain and educate the people of the country without the consent of its employees. Effective internal relation has a power to make organizations successful. It also Increases employee motivation; also motivated employees are not lazy to achieve the goals of the organization; they are productive too. This shows being strategic in internal communication is how much important.

Internal communication discipline developed in this exact hectic economic context and employee engagement gained more and more popularity the moment organizations realize an engaged employee is also more efficient and profitable (Nantes, 2017). This study also explored PR's internal Communication practices and challenges the case of EBC. The researcher conducted this study to fill in the gaps and lack of knowledge in this regard.

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

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

The general objective of this study is to examine internal communication practices and challenges of public relations in Ethiopian Broadcasting Corporation.

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

The specific objectives are:-

1. To examine how public relations practices are being performed in EBC.
2. To examine how EBC employees view the significance of internal communication and practices of PR in their organization.
3. To analyze tools/channels of communication being used in EBC for internal communication purposes.
4. To identify the major challenges of internal communication in EBC

### **1.4. Research Questions**

1. What are the practices of public relations in Ethiopian Broadcasting Corporation?

2. How EBC employees view the significance of internal communication and practices of PRs in their organization?
3. What is the communication tools/channels used in EBC for internal communication purposes?
4. What are the major challenges of internal communication in EBC?

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

There is no doubt that every organization has its own vision. As discussed above in the statement of the problem and background of the study section, internal communication play an important role in achieving that vision. Therefore, this study may provide an opportunity for public relations professionals in the organization to gain a better understanding about internal communication. It also opens the door for them to act beyond knowing. In addition, it could try to find out lists of PRs practices to aware the responsibilities and duties in EBC & identify the best communication practices of PRs that helps to create a charismatic work environment in the corporation. This study looks at public relations practice in detail. The staff of the organization will understand this and will have a good communication spirit in the organization. It will also highlight the problems faced by the Ethiopian Broadcasting Corporation through public relations implementation and highlight the gaps in communication.

This study may also be the basis for other researchers. It may also provide guidance to other media outlets in the country.

### **1.6. Scope of the study**

This study conducted only at the headquarters of the Ethiopian Broadcasting Corporation; because, most of distribution stations are in different parts of the country which means out of the Addis Ababa. And also they have not sufficient information about their organization's internal communication. It mainly focused on examining Internal Communication practices and challenges of Public Relations in Ethiopian Broadcasting Corporation. Related to sampling, all public relations in the organization participate 100% in depth interviews. 80 staff members participated in the questionnaire. Apparently, the respondents selected and organized by purposive and systematic sampling techniques. Also the sample period was between June 6 and 19.

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

Lack of research on the subject in Ethiopia will somewhat reduce the intensity of the study.

Covid 19 was also somehow an obstacle during the study. It was difficult to get enough data and other guarantee information of the past decades of public relations practices in Ethiopia. The other limitation is lack of similar studies conducted in Ethiopian Broadcasting Corporation about the topic though this is the first study which carried out regarding to internal communication. Some respondents were also unenthusiastic to express their views blatantly.

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

This study includes 5 chapters. The first is related to the introduction, which includes the background of the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope, and limitation of the study and organization of the study. The next chapter reviews the literature, related to the study. The third chapter deals with the methodology of the study. Next, the fourth chapter has focused on the results. The final and fifth chapter also summarizes the findings and provides suggestions.

## Chapter Two

### 2.1 Meaning and Definitions of public relations

At different times, several scholars have given lot of definitions. “Public relation is commonly considered to be “a young profession” a type of communications by product of twentieth century capitalism” (Chalkley, p.3).

Rex F. Harlow, often called the father of PR, says that public relations play an important role in management. Public relations professionals help provide information and insights on current issues. They also provide research-based support and counseling to keep organizations from a variety of disasters. As Tye & Larry (1998) People and institutions also share common interests when working together.

According to Seitel (2011), an internationally recognized definition was developed by the 1975 foundation for Public Relations Research and Education. More than sixty public relations leaders attended the forum. About 472 or 500 different definitions have been provided for study and consultation. Based on this, American academic Harlow was able to produce the first all-encompassing definition.

*“Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinions; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change; serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools” (Harlow, 1976: 36).*

According to Barany (2002) public relations is a management function that focuses on the relationship and communications that individual and organizations have with other groups (called publics) for the aim of making mutual good will.

This definition suggests two things. These are Communication and management. This is the interdependence of public relations, communication and management. From this we learn that management cannot stand alone. Many scholars also consider public relations as a management function. Public relations play a communicative role between the management and its public. In addition, Communication is a key element of management and public relations. Without communication, both cannot exist. (Belch and Belch, 2004: 23) According to Definition, public relations has a management function that transforms public attainment, formulates individual and institutional policies and procedures in the interest of the public, and execute public acceptance and understanding of action plans.

Banik (2004: 5) writes an idea that reinforces upper definition. Public relations are a systematic promotion that creates mutual understanding between institutions and their people.

Allen H. center in Banik (2004) defined PRs as Increases employee ownership in organizations, builds the reputation of organizations, and creates common interests by correcting misconceptions in society.

Another is that the definition of the British Institute of Public Relations (BIPR). In line with BIPR public relations means “a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics”.

Another thing to keep in mind is many organizations do not pay attention to the role of public relations for a variety of reasons. The term public relations have not been properly defined. As a result, different institutions have different meanings and use it in different ways. However, when they use it with that understanding and do not get as much benefit as they want, they will criticize public relations. Secondly; many organizations place public relations under the Department of Marketing according to their structure. This has its own impact. Thirdly; So far, many organizations are not recognizing the value of public relations. As a result, it was considered insignificant. (Monga, 2003)

The Public Relation Society of America (PRSA) also highly tried to select a clear and modern definition from a huge numbers of definitions in 2012. “Public Relation is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.” (Eric, 2016)

## **2.2 Objectives of public relations**

Like other professions, public relation has its own goals and objectives. The aim is to build a positive image of the organization among the publics. According to Belch and Belch (2004), public relations are designed to create a conducive work environment for the companies and their activities.

On the other hand public relation develops and implements program to meet organization objective by maintaining suitable image bridging, Customer loyalty and other relevant public including employees, suppliers, Stakeholders government labor groups citizen action groups and the general public (Belch and Belch, 2004).

## **2.3 Functions of public relations**

Trust and credibility is the key to any organization. So the public relations function is directly related to that. Their function is designed to build institutional credibility (Belch and Belch, 2004: 95).

Their function can promote successful public relations activity in organizations. It can also protect organization's name from negative information and misunderstandings during crisis. Kotler (2006) lists the following functions that the Department of Public Relations can operate on.

- **Press relations or press Agency:** Creating and disseminating newsworthy information is one of the functions of public relations professionals. This will help them

gain the acceptance and attraction of their organization's products and services. Without this public relations function, it will be difficult for the organizations to get the acceptance of public and the media.

- **Product publicity:** This is also another function of public relations. It is expected to make publicize their organizations product or services. Then that will help them to maximize the number of users.
- **Public affairs:** maintain relationship with the community in which organizations are established as well as with international bodies is another function of public relations; it plays a vital role in their survival. So facilitating this is another function of public relations.
- **Lobbying:** Laws and regulations issued in a country are directly and indirectly related to organizations. So building good relationships with lawmakers who make these laws and regulations is another function of public relations.
- **Investor relations:** Communicating with shareholders is a function of public relations. It also applies to other financial institutions.
- **Development:** public relations with donors or members of not for profit organizations to again financial or volunteer support.

## 2.4 The Publics of PR

It is important to note that public relations, in spite of its capacity, works closely with the public and other organizations. Working in coordination with them can also identify what is needed to achieve the goals of their organization. Public relations can only achieve their organization's dreams and visions when they can identify the public around them. Grunig and Hunt (1984) analyzed PRs publics in four categories.

1. **Non publics:** such kinds of publics do not play an influential role in the organization. They do not hurt the organization with a negative perspective, nor do they profit the organization with a positive perspective. In any case, their influence and activity are very small. As well as the organization has little place in these publics. (Grunig and Hunt, 1984).

2. **Latent Publics:** These people do not know with whom they should communicate. They do not know what to do. The organization engages such people in specific activities. Grunig and Hunt (1984) suggest that public relations should control such people and prevent accidents.
3. **Aware Public:** these publics are supposed to get information about the problems that arise. Because they are thought to be in contact with those who have suffered in the past. But instead of passing the information about the problem to others, they try to talk to the right person. The role of public relations with these publics is to speak out and create awareness about the problem.(ibid)
4. **Active Publics:** These publics are like human rights activists. Even if they are not supported, they can always come up with their own solutions without having to communicate from public relations. They are aware of all activities.(ibid)

#### **2.4.1 Internal Publics of PR**

Often the role of public relations regarding to internal public is to provide insights and to facilitate successful communication. This will pave the way for organizations to perform better. When there is a good employee relation, the moral of the workers is also high. Organizations that focus on their internal communication or publics have achieved better results. On the other hand, organizations that pay less attention to the flow of information within an organization have had unintended consequences. (Banik, 2004:40-41)

Lattimore (2007) also points out that improper communication is one of the biggest problems between the organization and its employees.

#### **2.4.2 External Publics of PR**

Each organization has its own external public. Its relationship with them is linked to its growth and survival. Therefore, it is important to look at those different publics in detail in terms of what the scholars have set out to do.

**Customers:** Every organization has its own customer that buys or uses its ideas, products and services. If organizations need to continue to be popular, its customers have to enjoy its products and services. As well as, the organizations have to be able to provide quality products and services. At the same time, the role of public relations is to understand the views of the community and to solve problems through communication. This includes protecting the reputation of their organization and maintaining its positive image. (Banik, 2004)

**Media Relation:** According to (Banik, 2004) the media plays an important role in reaching out to the general public and gaining public attention. Public relations professionals play a key role in achieving that. If there is any misunderstanding or bad news about organizations in different areas; they must respond quickly and save their institutions.

When (Grunig, 1992) stated about major types of communication to reach the general public, types of media such as radio and television has included.

**Financial relation:** If many institutions were not strong in this type of communication, it would be difficult for them to bring their ideas to the ground. Therefore, public relations professionals should find as many different financial institutions as possible and create a strong relationship. (Cutlip and Broom, 1994)

**With the growth of the economic and the business:** “Management of financial promotion and PR have taken on a new dimension. Organizations are making special effort to ensure the goodwill of their investors, financial institutions and the rest of the financial community. This is being done in the media ranging from annual reports to special brochures to audio visuals, video films and even corporate advertising in the press and television.” (Banik, 2004:45)

**Action Group:** According to Cutlip and Broom (1994) the Action Group is an advocate for the community on a variety of issues. While they are small in size, have a significant impact on the reputation and image of institutions. Action Groups have a direct relationship with the community in which institutions live. For this reason, successful relationship with these parties is homework for public relations.

Banik (2004) reinforces the above idea. According to his statement, to reduce complaints about the relationship with the Action Group; The Department of Public Relations should have a consistent relationship and consultation. In any case, these groups need to be regularly informed and monitored. Responding to their questions and comments in an appropriate and respectful manner is the best solution.

**General Public:** “this public refers to the end user of the product or service. The PR department has to establish a close relationship with the general public’s because they are the ultimate decision makers about the product or service of the company.” (Grunig J.E, 1992).

## 2.5 Organizational Communication

According to (Shibeshi, 2014) effective communication is essential for the success of any organization. With built-in cooperation and team spirit, the organization can move forward. This stems from the orders and policies of managers. They also need to understand the worker's problem and come up with solutions. Knowing the information about the employees will also help them to respond appropriately. Team leaders in various levels within the organization, also need to understand the employee's views and they have to solve problems.

Spaho (2015) tells us how building a relationship is the foundation for an organization. As you know, any organization can be in trouble. They face not only crises but also negative changes. But if those institutions build a strong relationship, they can overcome that bad incident; they are beyond their crisis. Organizations often use a top-down communication system as they expand in size and practice. However, in addition to the expansion and complexity of the communication process, organizational communication plays an important role in the growth and development of an organization.

Communication provides three types of services in organizations. The first one is, it open the way for a variety of activities. Because it is difficult to imagine that there will be actions without communication. The second purpose is to share a variety of information from employee to

employee, from managers to employees, from staff to managers. The final purpose is to meet social needs. Coordinators at all levels use a good system when communicating with the employee; the employee will be happy; being happy means being more productive. After all, they will be interested to stay in the organization.

## **2.5.1 Formal and informal communications**

### ***2.5.1.1 Formal Communication***

(Gómez, 2017) considered this type of communication as hierarchical type. And also another aspect of this type of communication is that it reduces individual biases. According to (Lunenburg, 2010) during formal communication, communication descends from top to bottom, bottom to top and horizontally. Whereas, communications through informal channels are generally termed as grapevine. (Robert et.al, 2002:7)

“Memos, circulars, directions, guidelines, clarifications, agreements and reports are some of the channels that facilitate the flow of formal communication in a company. Towards making certain communication on an on-going basis, organizations develop formal communication systems. Staff meeting, union management meetings, manager conferences, periodical review meetings and employee meetings are examples of formal communication”. (Lunenburg, 2010).

### ***2.5.1.2 Informal Communication***

Informal type of communication is very different from the normal or formal type of communication. It is inconsistent and it has not specific time structure. Often, this type of communication is used by smaller organizations and less complex flow of information. (Robert et. Al., 2002: 5). Employees and managers often use informal communication, such as chats, conversations, informal talks. Informal communication is often associated with both interpersonal and horizontal communication types. There are those who say that this kind of communication is the reason for the decline of organizations. And some scholars say that it plays a key role in creating a successful work environment, especially for modern organizations.

## **2.5.2 Direction of Communication**

Every organization has its own goals. Achieving this goal requires a smooth flow of information. This is the purpose of Organizational Communication. According to (Lunenburg, 2010), the

organizational structure should be conducive to the organization's communication in 3 ways. They are downward, upward, and horizontal. According to Scott, the first two are used for formal communication. Lateral and diagonal; grapevine communications are informal.

### ***1. Downward Communication***

It is also called Top-down Approach. This type applies to the lower workforce through the management. It is often used to implement policies, guidelines, strategies, objectives. However, this type of communication can lead to data breaches. But if organizations pay attention to feedbacks, they can avoid the problem. (Lunenburg, 2010)

In particular, quick sharing of information can be a solution. It also helps to reduce rumors and gossip about managers and executives. There is also a special communication (Lunenburg, 2010). “There could also be some communication, which might move from each upward to downward. For example, budgeting, which is a two way process, it is a top to bottom as well as bottom to top communication /exercise”.

### ***2. Upward Communication***

According to (Lunenburg, 2010) the communication system from the bottom to the management of organizations is included in this type of communication. This means from staff to supervisors, supervisors to managers, managers to executives.... Employees' complaints, comments and responses are often sent from the bottom up. Employees' communication around what they want to do in the workplace is also one type of upward communication (Scott, p. 9).

Often, this type of communication is implemented by democratic organizational environments. Shibeshi (2014) suggests that managers in numerous organizations ought to pay special attention to upward communication. According to him, this kind of communication creates freedom for the workers and it helps the managers to understand the correct response to the instructions. It also creates for employees its own opportunity to come up with new and growing ideas.

### ***3. Lateral Communication***

According to (Rasel, 2013), this type of communication takes place between employees or departments at the same level. It is generally seen as a peer level communication. This type of

communication can be orally or written and everything from one class leader to another class leader, from one team leader to another team leader, from one employee to another is seen as lateral communication. This type of communication has its own potential. At the same time, communication is between people at the same level, so there is little sense of inferiority or superiority.

#### **4. *Diagonal Communication***

This applies to all levels. Diagonal communication might involve higher level management communicating to lower level management a shift in organizational objectives, as well as the ensuring dialog about how best to achieve the new goals (Scott, p. 14).

The Importance of Diagonal Communication paves the way for strengthening relationships between senior-level and lower-level employees in different departments. It is also important to have an informal flow of information in organizations. Reducing the workloads of senior-level managers is another important aspect of this communication.

Diagonal communication is often preferred when the information is needed quickly. The people those meet in this communication system may not have a direct connection. A great deal of communication doesn't follow the structure hierarchy however every occur the chain of command. (Shibeshi, 2014: 165)

#### **5. *Grapevine Grapevine***

This type of communication has been widely discussed by many scholars. But it is difficult to say exactly whether its case or the shape. Of course, there are some that relate to the Horizontal Communication System, but it can be applied between employees and managers.

According to Prakashv (2009) cited in Alelgn (n.d) the grapevine is assessed with the kind of informal communication that is not actually sanctioned by the organization. There is virtually no part of the organization that does not communicate. It is impossible to disable this communication. This form of communication also controls everyone when formal communication channels are closed.

It is governed by social and personal relationships rather than officially recognized rules and formalities. In this type of communication every employees often communicates with each other. What connects them is working for the organization. They discuss common issues, both organizational and personal. But it is difficult to talk about source of what they are talking about. Grapevine is the fastest way to communicate. It is often spread as gossip, rumors, and single-strand messages (Scott, p. 15).

This communication is sometimes more powerful than any other communication. Strong employees in communication are more likely to benefit from this. Grapevine can include destructive miscommunication, but it can also be beneficial from allowing feelings to be expressed, and inflated productivity of staff (Spaho, 2015). In this communication system, if there is a problem with the interpretation of information it can lead to big crises, inefficiency and fear of relationship.

## **2.6 Concepts of Internal Communication**

This is another issue related to the existence of organizations. Although it is widely believed to be important, the theoretical framework has many gaps and problems. Scholars say that internal communication has a significant role to play in organizations, but the focus on public relations professionals is very low. Yeoman (2006)

Disagreements between the two groups have also made it difficult to measure the success of internal communication. The first gap is in the definition. The most common definitions are divided into 2 domains. The first is that internal communication is all about the flow of communication within an organization. The other is considered internal communication as one of the fields of corporate communication.

Bovee and Thill (2000) defines internal communication as “the exchange of information and ideas within an organization”. This means that it includes all types of communication within an

organization. What sets it apart from other types of communication is that it takes place within the same organization.

The other is the definition of (Yeoman, 2006: P.34). According to the idea, "internal communication is an organization's managed communication system". This definition treats employees as a public or a stakeholder group.

The concept of managed and non-managed internal communication is also expressed in different ways. According to Welch and Jackson (2007) Organizational communication is often referred to as a communication phenomenon, while the corporate communication sector uses internal communication as management tool.

The other is the definition of Welch and Jackson (2007: 18) cited in (Biruk, 2018). "Communication between an organization's strategic managers and its internal stakeholders, selected to push commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims". Also internal communication is categorized in to formal and informal. The formal always starts from the managers, but it is not known where the informal starts from.

According to Korkosz (2011) citing (Pettinger, 2010) formal communication can begin in different ways. It can be depending on the structure of the organization, it can be initiated in the form of a policy as well as a manual. Informal communication is based on the common interests of the employees. Informal communication is not always done at the discretion of the management.

## **2.7 Roles of Internal Communication**

It is difficult for a sick person to stand up and walk. The same is true of organization. If it is not peaceful, it cannot stand and think about the future. (Argenti, 1998; Grunig, 1992; and Kitchen, 1997) reinforces this. Organizations have to be compelled to place confidence in making a peaceful work atmosphere. They also need to pay attention to how they communicate with their employees using better internal communication.

Pearson and Thomas's (1997) idea is no exception. As it is written, managers must also take cognizance of what their employees: must know, should know and could know. (Spike & Lesser, 1995) In his book *About Communication*, Internal Communication can help keep an employee in an organization ready for change and safe.

According to (Moorcroft, 2003) no matter how good a business is, it must first be accepted by the staff and it must be trusted by them. Employees always want to know how their organization is growing. They also want to know how much they contribute to the success of their organization. The article in Lockwood, 2007 reinforces this idea. "Employees relish operating in an environment where they trust the individuals they work for, have pride in what they are doing and luxuriate in the individuals they work with".

As it known, our world is growing and changing in many ways. in the same way, Organizations need to do what the world wants. Consistent with Hargie, Tourish, & Wilson (2002) organizational communication is important. Organizations that improve their organizational communication will have productivity and profitability. According to Caputo, Ford, Leibowitz, Polasik, & Ghosh, 2013, with that reason, they are increasing their focus on this organizational impact.

According to (Kitchen, 1997) organizations should take into account the nature of their organization when focusing and working on internal communication. Things to think about are also listed. It depends on the type of business the company operates, the size of the organization, the culture of the organization, the size and status of its assets, and its sustainability. But it is also important to look at the experience of other organizations in order to improve their organization. According to Kitchen and Daly (2002) : Cite Hall (1998), communication is one of the major factors affecting the health of organizations.

Bartton and Gold's (1999) article is a great assignment for managers. Managers are required to create and maintain a healthy communication system at all times; because, communication is

fundamental for managers, to organize their employees. Focus of managers for organizational communication will increase their knowledge of their management strategy.

## **2.8 Channels for internal communication in an organization**

The importance of internal communication is stated in the sections above. Another important factor to consider is the issue of communication equipment or channel. Whether old or new, communication channels have their own characteristics. That characteristic also can have its own many benefits and weaknesses.

Erikson (1992) Listed about various communication channels. In addition, information can be displayed through notice-boards and indifferent kinds of social activities. Nowadays, other ways of interactive channels are also used within organizations, such as videoconferences and phone conferences, in order to facilitate direct conversations between people located in dispersed units. Electronic communication can in many ways assist a company since it makes it possible to rapidly process information (Erikson 1992).

According to (O'Hair, 2001) communication between two people often involves a lot of information. The smallest is a formal letter.

According to (Stuart & Sarow 2007, 14.) cited in (Arturs, 2013), Internal Communication is a network that connects the top management department and the employee in an organization. Meetings, gathering, and conference are the most common forms of formal communication. These types of communications are often used to discuss core issues within an organization. As well as, other external information will also be treated if it has a significant impact on the organization. Another is person to person oral communication. According to time, this type of communication is fast, but sometimes the information could be distorted. Also, since the way persons are connected is Orali, it will be difficult to get information back.

According to (Argenti, 2009, 197) cited in (Arturs, 2013) Formal internal communication channels are often preferred to provide more information to employees. Because when the

relationship is formal, many employees take the information seriously. They think that everything is important, so they are quick to turn it into action. But when we look at informal communication, private conversations could be added, jokes may be in the middle, and gossip may be present. In terms of truth and speed of information, there are chances that it will be better than formal communication.

Another communication channel in the organization is online communication, which is especially popular remotely. What makes this communication so appealing is that it can reach a large number of people with little effort or effort. Time is not easy.

“Organizations internet platforms serve as the data transmitter for the online communication which is preserving privacy of the information provided as well as the urgent information is very unlikely to be misunderstood”. (Argenti 2009, 197) cited in (Arturs, 2013). In addition to this borrowed article (Argenti 2009, 197), it lists what companies should consider. Whenever organizations use this form of communication, managers need to understand how well employees know the channel. It is important to keep track of the messages you send. Also, the intranet used by organizations should be flexible, constantly updated and in line with the organization's practices.

Another communication channel is the Corporate Meeting (Kalla 2006, 141). This channel is especially useful for delivering emergency and important information to the target group. This meeting is often the case for all employees of the organization. Such meetings should be held at least once a quarter. This is because if this mating does not take place, there will be an information gap. As a result, confidential information may appear in another context.

Operational guidelines, such channels are a way for organizations to coordinate all communication projects within them. These guidelines are often used by companies when looking for a standard communication method. When there are set operational guidelines the personnel in the organization are to know it, understand it, improve it and make it better known to others. (Barker & Angelopulo 2006, 43)

## **2.9 Criteria for Effective Internal Communication**

One of the issues raised by Katz (1978) is the effectiveness of internal communication. Here are some suggestions on a way to look or get an arrangement for antique things. In terms of the number of people receiving the message, the relationship between the recipients of the message, the communication channel used to carry out the communication, the recipient's willingness to respond to the message, and other means determine the effectiveness of an internal communication.

According to Erikson (1992), Communication must be clear and concise to the recipient. But we cannot say that the communication is effective without the recipient understanding on it. The reason is, there are cultural, historical, linguistic, and other factors in which everyone can see and understand a message. There is a way to code the message, to convey or receive it.

It is also important to note how much the internal communication is concentrated. Coordinated communication has a big impact here. Coordinated communication plays a key role, especially if many bosses and employees are able to come to terms with an idea. To say that internal Communication has always been successful; First of all, the question that needs to be answered is whether the communication process is implemented properly. Encoded source of message: How the recipient decoded: Clarity and completeness of the message: communication out of disturbances; the channel through which the message is transmitted and the response of the recipient: They all have a direct impact on internal communication.

## **2.10 Challenges to Internal Communication Processes in Organizations**

If these internal problems did not exist in an organization, the staff would work with managers; Employees also worked in coordination with staff. They would grow their organization faster. Many organizations are unable to compete due to poor communication; they have failed to do their job successfully. Ludlow and Panton (1992) describe what factors can be a problem for internal communication. The first is called semantic problems. This means, people use the same word in different ways. If people interpret a message differently, it is difficult to say that the message is intertwined.

If the structure of the organization is not that much strong, then internal communication will not be smooth. Some writers call this, the “status effect”. Some people think that their position in the organization is more important than others. Other employees find it difficult to communicate freely with such people. They are less likely to express themselves. Even if that superior person speaks and makes mistakes, the recipients may not express their comment. In many organizations, such problems disrupt internal communication.

Andreas (2021) says that people who do different jobs need to be communicated differently. He also gave examples of people who were given jobs related to Covid 19 in the United States. Communicating those core employees as usual will create a huge internal communication gap. Because there can be no virtual communication and no discussion, these things create a communication gap on their own.

The communication between the managers and those remote workers should not be the same as usual. As we extend this example to other issues, there are many current and important issues in organizations as well. In that case, it is important to use a different method of communication with the so-called remote workers.

## **2.11 History of Public Relation in Ethiopia**

Public relations in Africa began before 1960s by colonizers but most studies on public relations in Africa are inconsistent. (Solomon, 1998, p.20)

According to (MoI, 2003) cited in Tesfaye (2018) public relations in Ethiopia arose during the reign of Minilik II in the 1900s. The beginning of public relations was also directly related to the launch of the newspaper. Because at that time, there was a place to advertise organizations such as printing press, telecommunication and railway. So it was an expanding times for public relation profession the same as other sectors such as media and communication.

The public relations profession history, for the most part, is full of backwardness. It was implemented only in governmental organizations. Also public relation was practiced from 1936

to 1941. When Italy invaded Ethiopia, there was a newspaper called “Bandirachn” or Our Flag. The main responsibility of that paper was mainly focused to nurture and inspire Ethiopians regarding to the feeling of patriotism. (Solomon, 1998: 20-21 cited in Zemedkun, 2014)

According to the information that I gathered, Ethiopia has lost many things because of its poor public relations skills. It has not been able to build its image globally. The country did not get the benefits of public relations. Even though it has not been successful, there have been times those public relations has shown optimistic environment, it is important not to forget them.

When it comes to the age of modern public relations, the contribution of the Ministry of Pen, established in 1940, does not go unnoticed. This institution has paved the way for the creation of public relations in various organizations. (MoI, 2004 cited in Zemedkun, 2014).

But public relations in the 1960s remained relatively unchanged. The task of public relations professionals was also to serve the team leading the country. At the time, public relations were far from professionalism. However, the international and national institutions that were established in those times began to make a big difference in the history of Ethiopian public relations. (Solomon, 1998) writes that the establishment of the UN Economic Commission for Africa in 1958 and the establishment of the African Union in 1963 in Addis Ababa are another milestone. However, the establishment of these and other institutions has made a difference in many areas, but public relations have not been such a visible change. At that time, the speech of public relations leader, written in (Solomon, 1998: 22) cited in (Getnet, 2019) is a testament to this. According to the leader, public relation was growing in the 1960s, especially until 1974. However, over time, studies have shown that much of public relations work is repetitive. They were busy with tasks such as protocol and printing. The system and strategy were not considered. According to the official, there were some publications at the time but they were also used as a reflection of the ruling class idea. Public relations did not have the opportunity to reflect the views of the general public.

According to Solomon (1998) cited in Getnet (2019), the 1974 drought was a sign of a decline in the history of public relations in Ethiopia. Public relations at the time were focused on

concealing the event, not on how to proceed. In contrast to the drought, reports to the rest of the world suggest that Ethiopia is rich. The British journalist, Jonathan Dimbleby, has revealed the truth. This not only reflected the reality but also exposed the scandal of public relations. Moreover, there is no evidence that public relations has deviated from professionalism and principle.

When we come to the Derg regime in the late 1960s and early 1970s, the issue of the first public relations consulting organization arises. The organization was founded by then-famous authors Sibhat Gebreigziabher and Dereje Deressa. This was because of the proliferation of organizations and the weakening of public relations. It was the first in Ethiopian history (Solomon, 1998: 23). But at the same time, public relations start facing another challenge. According to Zemedkun (2014) cited in (Getnet, 2019) not only public relations but also the media has led to a full-scale propaganda campaign. To further assist the government, the Ministry of Information and National Guidance established public relations for its own purposes. Press a gentry, propaganda and persuasion models, were also widely practiced in the country (Solomon, 1998: 24).

The EPRDF came to power after the fall of the Derg regime. This, like many other aspects, has brought about a change in public relations. The main change is the opening of public relations offices in all government agencies. According to Zeray, cited in (Getnet, 2019), not only government agencies but also opposition parties are focused on public relations because the world is different now. It is also a time that public relations play a vital role in the face of change.

There are currently a number of public opinion polls and views related to the media platform change. So, at the same time, organizations need to continue to strengthen their relationships with their people, improve their performance and address their problems. The public relations specialist's contribution is significant. Public relations is not a matter of growth or development for organizations, it is a matter of survival. (Zeray, 2016)

Also according to (Getnet, 2019), in 2002, the Ethiopian government established the Ministry of Information. The main goal was to facilitate the government's dissemination of information to the public. In 2003, former Minister Bereket Simon presented a research paper. According to the study, the government had a problem with disseminating information.

After that, associated with a change of government, Government institutions such as the Government Communication Affairs Office (GCAO) have been replaced by political changes in Ethiopia (Zewde, 2019). GCAO was replaced by the Press Secretariat. It is also responsible for improving the government's ability to communicate with the public.

## **2.12 Challenges of PR practice in Ethiopia**

According to most of the information I have gathered, public relations has never been a problem-free implementation in Ethiopia. It also endured many hardships; many challenges have been encountered, including others discussed in the section above. According to Fuller (2017), the problem is not only in Ethiopia but also in the continent. There is no country where public relations have been properly implemented except South Africa. While in Ethiopia, this profession is surrounded by many problems.

The reasons are several, including shortage of knowledge regarding to basic public relations concepts, ignorance of language, and lack of specialization, lack of modern and technological facts to support the profession, lack of adherence to principles, and so on. (Fuller, 2017)

It is well known that the dissemination of information is fundamental to any institution. But according to Dahl (1998), public relation was not free in this regard. According to Dahl (1998) cited in (Getahun, 2005), if the government controls and hides sensitive information, the public will not be able to get the information it needs. This will ultimately prevent the people from participating in the political process properly and effectively.

According to Gregory (2003: 14), the role of the media in public relations is enormous. The media provides information to the general public about the state of the organization. Stakeholders also receive information from the organization through the media. Therefore, if

there is gap between the connection of public relations and the media, survival of the organizations will be in question.

Ethiopia still does not have a professional association in public relations. The presence of professionals and professional associations also has a role to play in the development of public relations. It also allows the profession to develop in an appropriate and ethical manner. Therefore, it is difficult to say that organizations can achieve their goals without successful public relations contributions. But now days efforts are being made to improve the profession; Universities are offering public relations courses; but other efforts to develop the profession should be strongly implemented. (Zemedkun, 2014:17)

## **2.13 Theoretical Framework**

### **1. Excellency theory**

“The so-called Excellence Theory developed over the following decade as a result of a research programme commissioned by the Research Foundation of the International Association of Business Communicators (IABC) in 1984. It sought to explore how public relations could evolve from a tactical craft that broadly focused on publicity and media relations to become a management discipline”. (Waddington, 2021)

There are some things that this theory suggests. The importance of communication is expressed in 4 levels. Waddington (2021) writes in his critical review on "Excellence Theory in an era of digital communication" that these organizations should also be considered.

1. Programme level: Organizations should always view public relations as a critical management function if they are to be successful.

2. Functional level : Public relations ought to be an integrated communication function and separate from other management functions including marketing.

3. Organization level: organization should use the two-way symmetrical model properly. Their external and internal communication should also be based on this model.

4. Societal level: Organizations need to recognize their impact on publics and other affiliated organizations.

But there are critics on this theory. According to Michael Karlberg (1996) cited in Waddington (2021), the Excellence Theory is extraordinarily involved with consumers as a primary audience. Also he concluded He believes that the research team missed an opportunity to explore the broader implications of the relationship between an organization and its markets.

One of the focuses of this theory is the two-way symmetrical model, while the other is subject to criticism. According to Pieczka (1996) cited in Waddington (2021), the two-way symmetrical model is often too ideal and difficult to implement.

## **2. System Theory**

Systems theory may be a science which has the comparative study of systems as its object. There are differing types of systems: organisms (animals, humans, psychological feature mechanisms in organisms), machines (particularly computers), physicochemical systems, psychic systems and social systems. Such a comparative research program for heterogeneous sorts of systems presupposes an extremely general construct of systems, that varied options are proposed: the mutuality of the elements of a system; the reference of any structure and method throughout a system to the environments of the system; equilibrium and continuous re-adaptations to environmental demands as core parts of the understanding of a system; self-organization of a system because the principal way it responds to external intervention; complexity as trigger mechanism for system-formation and because the form that describes the interior network structures of connectedness among system elements. Larissa, Grunig &, James 2002)

According to Grunig, Grunig, and Dozier 2002, system theory has the power to focus on relation in the public relations profession. This theory always assumes that organizations are the product of the components within them. Before a large organization can be created, strong parts must be created. The work that organizations do in the field they are engaged in is the result of adapting and adjusting the internal components. Organizations have recognizable boundaries, inside that Grunig, Grunig, and Dozier state that the systems perspective emphasizes the interdependence of organizations with their environments, each internal and external to the organization.

According to system theory, organizations are always on the lookout for local resources; those resources can be either raw materials or sources of labor; they are also dependent on the customers. According to System Theory, all those who are directly or indirectly involved in the organization can bring good and bad things to the organization. Also the organization has the potential to have both positive and negative effects.

All organizations that use open systems make good use of their public relations. Their public relations also provide information about the organization's relationship with the surrounding people, such as customers, users, and stickers. They also open up the way for their rooms to be healthy. Conversely, organizations using closed systems are often unprepared to receive new information. Their decisions are unique and backward. They make their decisions based on their background or what has happened in the past, as well as their personal experiences.

## Chapter Three

### Methodology

#### 3.1 Research Design

As it known, there are research questions that all researchers raise. Appropriate answers to these questions can be found in the general application of methodology. Also this study aims to assess internal communication practices and challenges in media industries the case of EBC.

The research design is descriptive in nature and it is mixed approach. Creswell (2003) discusses the importance of methodology. Mixed approach gives access to the researcher to get different types of information at once. The study has benefit from both qualitative and quantitative data. Using both research approaches helps the researcher to get different perspectives on different types of information.

According to (Grunig, 1984, Charles, 2006 & Singh, 2014) a two way symmetric public relations model gives equal emphasis to the interest of the public as that of the corporation. The study includes questionnaire and interview. So it also works on the basis of the two way symmetric models.

*“Mixed methods model has much strength. A researcher is able to collect the two types of data simultaneously, during a single data collection phase. It provides a study with the advantages of both quantitative and qualitative data. In addition, by using the two different methods in this fashion, a researcher can gain perspectives from the different types of data or from different levels within the study”. (p. 25)*

Wimmer and Dominick (2006) have written about the importance of qualitative research; According to them, qualitative research will help to have an in-depth understanding of the research being conducted. Berg (2001) discusses the importance of qualitative techniques from a different perspective; ‘Why researchers use qualitative techniques is, because it helps the researchers to understand how people view each other's lives based on their response.’

Interviews are also used to find answers in the study. An in-depth interview will help to understand the respondents' true views, experiences, values and attitudes. Therefore, the corporation's public relations experts are part of the interview. According to Dawson (2002), semi-structured interviews are very common and important to compare and contrast with information gained in other interviews (p. 28-29). The researcher also remains flexible to raise important information with clear elaborations.

According to Creswell (2003) the questionnaire provides an understanding of the experience and attitudes or choices of quantitative representatives of the general population. Based on the representatives, the researcher summarizes the general population. Of the two types of surveys, cross sectional and longitudinal survey, the researcher uses the cross sectional. Cross sectional study is aimed at determining the frequency (or level) of a particular attribute, such as a specific exposure, satisfaction or any other service- related event, in a defined population at a particular point in time. Independent and dependent variables are measured when the researcher uses a single questionnaire. The questionnaire gives a selection to the employees of the organization and they respond to their views on the public relations activities within their organization. The answer from the questionnaire is to get information about the corporation's internal communication practices and challenges.

According to Walliman (2011), the quantitative research focuses on studying numbers and mathematical formulas. Also the levels of measurement will be used in the collection of data that means nominal, ordinal, interval and ratio are an important factor in choosing the type of analysis that is applicable, as is the number of cases involved. Also in most quantitative studies, we want to see how many cases of a population fall into various categories of interest (Neuman, 2014).

On the other hand, Peshkin (as cited in leedy and Ormrod, 2005) outlines the objectives of qualitative research. They are: to produce natural descriptions of situations, processes, relationships, systems, or people; To verify the rationale of various observations; It shows the

different theories and generalizations in the real world; To judge various policies, practices or innovations; to gain new insights about particular phenomenon; Helps to develop new concepts and theoretical perspectives.

Researchers are often interested in using mixed methods, and this is to achieve greater and better results. This is what triangulation is (Dawson, 2002: 20). Discussing the necessity of triangulation, and said that the "weakness in each single method will be compensated by counterbalancing strength of another". This mixed method will help the researcher to reach a reliable conclusion (Creswell, p.237-239).

### **3.2 Sources of Data**

Both types of data sources, primary and secondary data sources are used in this study. Ajayi (2017) writes about primary and secondary data sources including its effect. Based on this, the data collected using a primary source semi structured interview. The questionnaire also contained a mixture of closed ended and open ended questions based on public relation literatures.

Secondary data used from various sources of the corporation such as books and its “check list system” that used as one of EBC’s communication channel. The organization's public relations team leaders and experts were part of the interview. The actual data collection has made by using a self-administered questionnaire. Also the questionnaire conducted in Amharic. In general, the participants have provided with information about the importance and purpose of the study. They are also made aware of the confidentiality of their response.

### **3.3 Sampling Techniques and procedures**

According to EBC's internal relations team, the organization has 1131 employees and 3 public relations staff in its main office. In this study, the researcher used probability sampling technique. Taherdoost (2016) stated that Systematic sampling is where every nth case after a random start is selected. That is, to select respondents from the organization. The advantage of this sampling technique is its simplicity. This also creates an opportunity for complete and

sufficient information. As mentioned above, the number of employees in the organization is high. As a result, 80 respondent) has included. And also this technique has given the chance for all to be selected. Leaders and experts of the organization's public relations team will also be interviewed to receive their views on the information related to the study.

Pilot testing of the questionnaire was conducted before the main questionnaire was prepared and distributed. This is to ensure that the questionnaire is well prepared and that appropriate questions are included. Babbie (2011) stated that in the pilot study, the use of the wording of the questionnaire and the structure of the questions were explored. According to the results of the pilot study, the English questionnaire was translated into Amharic.

The most reliability index-test is Cronbach's alpha. This method is also used to verify the reliability of the CSQ. According to George and Mallery (2005) cited in Amanuel (2013: 171), Cronbach's alpha, closed to 1, shows that the reliability is very high. The Cronbach alpha of this study questionnaire is 0.82.

### **3.4 Data collection procedure and tools**

#### **3.4.1 Data collection procedures**

Sources of the study are generally the organization's public relations experts and other employees. Related documents from the organization have analyzed. The public relations team leader and experts have participated in the interview. The questionnaire also distributed to selected employees of the Ethiopian Broadcasting Corporation.

### **3.4.2 Data collection tools**

#### **3.4.2.1 Questionnaire**

Dawson (2002) is one of the authors those write about the questionnaire. His book lists three types of questionnaire. Among them, in this research the researcher will use combined questionnaire; closed-ended questionnaire with boxes or tables to tick, scale or rank, and also open ended question will be used for more detailed information. This will pave the way for reliable and factual information to be provided. The first are close ended questions; they also have a definite answer. Open ended questions are also aimed at getting organizational objective, mission, vision, the major practices of PRs, and suggested recommendations of employees to enhance internal communications and practices of public relations.

At the time of the study, the measurement scale followed a five point scale for each question ranging from “strongly agree” to “strongly disagree”. Such as agreement: 1 = strongly agree 2 = agree 3 = neutral 4 = disagree 5 = strongly disagree.

#### **3.4.2.2 Interview**

According to (Dawson, 2002) semi-structured in depth- interview is the most common type of interview in qualitative research. Deacon et.al (1999) also wrote that semi-structured interview questions guide helps to guarantee consistency between the research objectives and the data gathered. A semi-structured interview is also a good option to understand the appearance, situation and get the original information from their situation.

Another thing to keep in mind is that the interview will be recorded. This is to ensure that there is no interruption. However, if there are important issues that need to be written, the researcher will take a note while participants are talking.

## **2.5 Methods of Data Analysis**

Analysis is done after the data has been collected according to the study process. Then the qualitative data's results from the interview were categorized and analyzed by using narration and description. The information from the questionnaire also analyzed and translated using the statistical package for social science (SPSS) version 28. Descriptive and carried out using a variety of methods such as frequency, percentage and me

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATIONS OF FINDINGS

#### Introduction

This chapter focuses on analyzing and interpreting data from interviews and questionnaires. The questionnaires were given to employees of the organization in various departments and the interview was conducted with public relations professionals.

As noted in the above chapters, the focus of this study is on the Ethiopian Broadcasting Corporation. In general, internal communication and public relations practices, the staff and the management's view regarding the importance of public relations, the channels used for internal communication by the corporation, and the internal communication challenges are parts of the findings of the research analysis. Interview with 3 public relations professionals has been conducted. The first one is a public relations team leader, and the other two are public relation experts.

#### 4.1 Employees know how about the existence of PR's in EBC

|       | Frequency | Percent |
|-------|-----------|---------|
| Yes   | 52        | 65.0    |
| No    | 28        | 35.0    |
| Total | 80        | 100.0   |

**Table 1 Employee's feedback to the existence of PRs**

Questionnaires were distributed for 80 employees. However, as shown on the above table, 28 respondents said they did not know about the existence of public relations. So only the remaining 52 people were able to answer other questions. Responses from those 80 participants were also analyzed.

## I. Demographic Data

|        | Frequency | Percent |
|--------|-----------|---------|
| Male   | 37        | 71.2    |
| Female | 15        | 28.8    |
| Total  | 52        | 100.0   |

**Table 2 Gender composition of the respondents**

Table 2 shows the gender composition of respondents. Accordingly, majority (71.2%) of the respondents were male. When we look at the size of women, it covers 28.8 percent. Generally the table information above seems to indicate that the number of male employees on EBC is higher. Also the difference is wide.

|       | Frequency | Percent |
|-------|-----------|---------|
| 18-25 | 2         | 3.8     |
| 26-35 | 23        | 44.2    |
| 35-45 | 18        | 34.6    |
| >46   | 9         | 17.3    |
| Total | 52        | 100.0   |

**Table 3 Ages of the Respondents**

The table above shows ages of respondents. As its indication 44.2 % of the respondents are 26-35 years old. Those aged 35-45 are on the second level; their number is 18 in size. In the corporation, the youngest and the oldest number are small. 9 were over the age of 46 and only 2 were 18-25. The statistics on the table above show that the number of young people who are working at EBC is high.

|       | Frequency | Percent |
|-------|-----------|---------|
| 1-5   | 16        | 30.8    |
| 6-10  | 6         | 11.5    |
| 11-15 | 19        | 36.5    |
| 16-20 | 7         | 13.5    |
| >20   | 4         | 7.7     |
| Total | 52        | 100.0   |

**Table 4 Experience of the Respondents**

The table above shows about work experience of respondents. Of the respondents, 36.5% spent 11-15 years working. Only 13.5% served for 16-20 years. 6 (11.5%) respondents were 6-10 years old, and the remaining 4 (7.7 %) were over 20 years of age. As can be seen from the table, almost all of those who participated in the questionnaire had significant work experience. If it is used by the corporation, the work experience of the participants can make a significant contribution to the corporation.

## **4.2 Public Relations Internal Communication Practices in EBC**

### **4.2.1 Perspectives about the practice of PRs**

|         | Frequency | Percent |
|---------|-----------|---------|
| Yes     | 45        | 86.5    |
| No      | 4         | 7.6     |
| No idea | 3         | 5.7     |
| Total   | 52        | 100.0   |

**Table 5** Employees awareness regarding the practice of PR

Table 5 also shows the level of awareness regarding to the practice of PR at EBC. As mentioned in Chapter 3, one of the questions this researcher needs to answer is the public relations activities within the organization. According to the questionnaire, 86.5% of respondents stated they know the practices of public relations. Then 7.6% responded that they had no information regarding to the role of public relations. The remaining 5.7 % of the respondents have no idea on the issue. Public relations team leader who is first participant in the interview responded to this issue. According to him, some workers have the opinion that the media does not need public relations. While not a groundbreaking contribution to the genre, this is likely to be the case.

He also said that there are very few trainings offered by the corporation in terms of public relations or internal communication. As a result, most employees have a distorted understanding of public relations as well as the practices of public relations.

*“Not even the staff, we do not participate in training properly. Even if we do, they are far from public relations. But it is also important to be aware of the new practices and developments associated with the field. There is a lot left to do with training.”*

#### **4.2.2 PRs activities in line with EBCs Mission and Vision**

|                   | Frequency | Percent |
|-------------------|-----------|---------|
| Strongly Agree    | 4         | 7.7     |
| Agree             | 3         | 5.8     |
| Neutral           | 28        | 53.8    |
| Disagree          | 13        | 25.0    |
| Strongly Disagree | 4         | 7.7     |
| Total             | 52        | 100.0   |

**Table 6 staff views PRs activity regarding to mission and vision of EBC**

Questionnaire respondents were asked to evaluate the PRs activities regarding to EBC’s mission and vision. Accordingly, 53.8% responded Neutral. Another 25% also responded by saying that public relations work is not in line with the organization’s vision and mission. Others 7.7 % of

the respondents strongly disagree with the idea. Finally the sum of respondents by saying agree and strongly agree are only 13 %.

In the open ended part of the questionnaire, the respondents wrote a lot about public relations activities. Some of them stated that they could not understand PRs activities due to lack of access to public relations.

*“It was too late that I realized there were public relations within the organization. I think this is because their work is not clear to the staff. I have tried to understand the details of their work only through occasional meetings and reviews within the organization.”*

Some also wrote that public relations organize events to inform the corporation’s plans and performance to the target audience, employees, customers, partners, and gov’t officials ....etc. Others have written that public relations provide some training, though not enough.

In addition to the results of the questionnaire, the second participant in the interview said, public relations work is often not open and transparent to most employees. All three interviewees said that their interactions with staff were not strong. Often when general meetings are held and there are few forums, there is very little way for them to work closely with the staff.

According to the first respondent, public relations has many plans to achieve not only in terms of internal communication but also in terms of the organization's vision and mission, but most of the plans have not been implemented beyond planning.

*‘The fact that only 3 are public relations professionals due to the size of the workforce and the size of the organization has created a huge gap. The more employees there are, the more diverse their behavior. It is very difficult for us to control and understand the behavior of all these employees and create better internal communication. However, we are trying our best to have good internal communication’.*

#### **4.2.3 PR’s and managing Two way communication process**

|                | Frequency | Percent |
|----------------|-----------|---------|
| Strongly Agree | 9         | 17.3    |
| Agree          | 11        | 21.2    |
| Neutral        | 13        | 25.0    |

|          |    |       |
|----------|----|-------|
| Disagree | 19 | 36.5  |
| Total    | 52 | 100.0 |

**Table 7 respondent's feedback on PR's management regarding two way communications**

Another issue concerns public relations practice in terms of the organization's two-way communication process. Most respondents of the questionnaires stated their disagreement with the public relations practice regarding its two-way communication. 36.5% of respondents choose Disagree. Others 25% also are on neutral. 21.2 % agreed and strongly Agree has 17.3 %. This shows that most of respondents feel that two way communications is missing in the PR practice of EBC.

According to the leader of the public relations team, the company's largest internal communication tool is the "Checklist". The public relations team also uses this software to inform and aware the staff about the guidelines and plans determined by the managers. He also said that they will monitor the activities and new ideas of the staff and to address them to the managers. But he says workers' questions and opinions are multifaceted. Public relations efforts are relatively low in this regard.

On the other hand, according to the public relations team leader, the interpersonal relationship between the employees of the organization is seen as a great opportunity. According to him, media often requires team effort and work. As a result, communication between employees in the organization is less of a problem. However, with that in mind, there is still a long way to go. According to the first responding public relations specialist, public relations needs to do more in this regard.

*"In particular, the effort required to keep the employee in a comfortable relationship is minimal. In order to have a comfortable relationship between employees, the public relations themselves must first be close to the employee. We also have a long way to go in terms of informing our staff in detail."*

### **4.3 Internal Public's view regarding to the importance of PRs**

#### **4.3.1 EBC's focus on PRs**

|           | Frequency | Percent |
|-----------|-----------|---------|
| Very high | 2         | 3.8     |
| High      | 1         | 1.9     |
| Medium    | 16        | 30.8    |
| Low       | 20        | 38.5    |
| Very low  | 13        | 25.0    |
| Total     | 52        | 100.0   |

**Table 8 Employee's response on the focus of corporation on PR**

Of the 52 respondents to the questionnaire, 38.5% said the corporation's focus on public relations was low. There are 30.8% who are in the middle class while 25 % of the total respondent said it was very low. But the sum of respondents those select high and very high are only 5.7%. Participants' responses indicate that the corporation pays less attention to public relations.

According to the interview, there is one idea that raised by all of PRs that is most of corporation's public believe that the organization needs public relations. Despite their positive response to the need, their response indicates that the organization's focus on public relations is low. According to public relations team leader, the organization's focus on public relations is waning. The managers, like the participants in the questionnaire, believe in the importance of public relations, but they pay less attention to it. They do not include public relations in management meetings.

#### 4.3.2 Structure given to PRs

|                   | Frequency | Percent |
|-------------------|-----------|---------|
| Strongly Agree    | 3         | 5.8     |
| Agree             | 9         | 17.3    |
| Neutral           | 14        | 26.9    |
| Disagree          | 16        | 30.8    |
| Strongly Disagree | 10        | 19.2    |
| Total             | 52        | 100.0   |

**Table 9 Employee's feedback regarding to PR's Job Structure**

The table above shows respondents' comments on whether public relations are better structured by the organization. A total number of disagree and strongly disagree is 49%. Also 27 % are neutral and 17.3 % agreed. Finally only 5.8 % respondents strongly agreed with that idea. The graph shows that most respondents disagree with the fact that public relations have given appropriate structure.

According to the second respondent of the interview, a public relations expert, the organization's approach to public relations and internal communication is very weak.

*"In addition to the external name of the company, the number of employees inside and the type of departments are diverse. Internal communication alone is a role that requires a lot of work. However, we only have 3 public relations professionals."*

Not only had that, but the leader of the public relations team also expressed fears about the new structure of the organization. According to him, the new structure will weaken public relations even more.

*"There is a new structural change that the company is planning to start recently. And when it does, the place for public relations will be very low. Under the new structure, there will be a public relations specialist under the marketing department regarding*

*external communications. Also related to internal is to have only one professional in the executive office.”*

He added also currently public relations have not yet been established even at the departmental level. As a group, it is under human resources. There is little chance of direct contact with the management.

## 4.3 Communication Channels

### 4.3.1 Applied PR Channels in EBC

According to the public relations team leader, electronic, face to face and print options are used. In particular, the software, known as checklist by the company, is an internal platform for exchanging a lot of information. According to the team leader, in this checklist, they regularly set out the process from the planned staff to the implementation. Employees' close supervisors will also see that information and will follow up closely.

Public relations professionals can also find information about the staff's plans and applications, especially regarding internal communications. Not only that, but when new practices and guidelines are released by the corporation, they provide information to the public on that channel. According to the interviewee, this channel connects all the employees of the organization. What it looks like can be seen in the photo below.

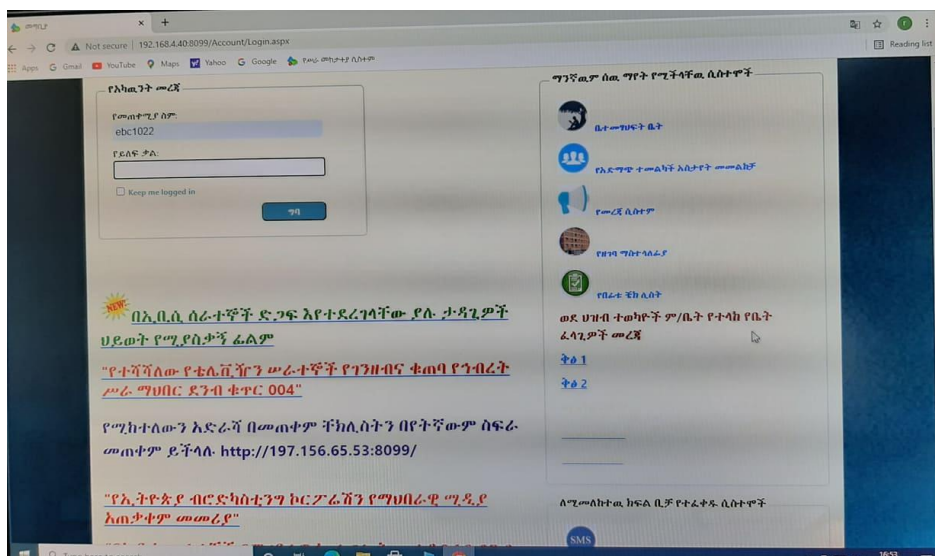


Photo 1 EBC's Checklist Software Display

According to the first respondent of the interview, public relations expert, the company has been using this software for years. However, according to the interviewee, the weaknesses of the software are also mentioned.

The first is that it is not suitable particularly for journalists. This means that employees find it difficult to write and check their work in the office regularly, as they do not just sit in the office and go to the fields often. Not only because of this, but also because of the lack of control over management, many are not using it successfully. Only a few departments, such as New Media and Human Resources, are making good use of it. As you can see in the picture, there are options for filling out the software in any place over time.

However, they also use face to face communication, mini media, billboard, notice board, articles, telephone calls, personal e-mails, notice boards, journals, brochures, fliers, different events, letters, face book, exhibitions and different meetings according to the issue. According to the open ended part of the questionnaire, face to face communication is important. The respondent's feedback indicated that face to face communication channel is common. In addition they said that the company uses electronic channels such as e-mail and telephone as a means of communication.

#### **4.3.2 EBC's Internal Communication Channels Effectiveness**

|                   | Frequency | Valid Percent |
|-------------------|-----------|---------------|
| Strongly Agree    | 1         | 1.9           |
| Agree             | 4         | 7.7           |
| Neutral           | 15        | 28.8          |
| Disagree          | 30        | 57.7          |
| Strongly Disagree | 2         | 3.8           |
| Total             | 52        | 100.0         |

**Table 10 Employees view on communication channels effectiveness in EBC**

As the table above shows, 57.7% of respondents said that EBC was not using the communication channels effectively. 28.8% are on neutrals. While only 7.7% agreed and 1.9% strongly

disagreed with the statement. According to their description under the questionnaire, many of the channels are outdated and need to be replaced. They also stated that there were shortcomings, such as telephones and computers. This is what the interview respondent's comments below tell us.

As mentioned above, several types of channels are used on EBC. However, according to the second interviewer, a public relations expert, this does not mean that the organization will use these channels effectively. The organization is one of the oldest in the country. This tells us that in many respects it should be better. However, the effectiveness of existing channels is promising. He is currently trying to use new channels, but it is not enough given the size of the organization and the number of employees. He also found it difficult to break free from the existing channels. Most of the expert's comments also indicate that the corporation has a long way to go before it can use its channels properly.

#### **4.4 Major Challenges of Internal Communication in EBC**

The weak points raised by both the interviewers and the questionnaire respondents on the above topics are directly or indirectly a challenge to the internal communication.

|                   | Frequency | Percent |
|-------------------|-----------|---------|
| Strongly Agree    | 6         | 11.5    |
| Agree             | 17        | 32.7    |
| Neutral           | 21        | 40.4    |
| Disagree          | 5         | 9.6     |
| Strongly Disagree | 3         | 5.8     |
| Total             | 52        | 100.0   |

**Table 11 PR's Challenge related to internal communication**

As the table above shows, 40 % of respondents remained neutral on the matter. But 32.7 percent say there are challenges. Also 11.5 % respondents to the questionnaire strongly agreed. The respondents those do not agree with the issue are 8 % of the total. But the second interviewer, the public relations officer, raised a major challenge in internal communication. He says the

organization is developing a new structure that is expected to make a big difference. However, the structure has been in place for more than 2 years, but the staff is not getting enough information. As a result, many workers are scared and frightened by new rumors. It is also undermining trust in interpersonal relationships.

Another issue raised in the interview was related to problem solving way. According to the respondents to the open ended part of the questionnaire, communication problems are not solving by communication. According to the second interview participant, there are many discussion and evaluation forums to help the organization solve problems through communication, but often there is a problem of not speaking openly to employees. This can be seen in the fact that they create Distrust among themselves. At meetings, there are occasional long-term offenses. He attributed this to failure to solve problems through communication in a timely manner.

Another major factor in the ineffectiveness of internal communication is the issue raised by the public relations team leader in relation to public relations education. Not only that, but according to the researcher, only one in three public relations professionals has a degree in public relations. Others, including the team leader, are educated in the language and literature. In addition, these professionals do not receive regular training. This is another matter of change in the organization. There are also problems written by respondents for the questionnaire. They are listed below.

- Lack of employee engagement and lack of sufficient feedback
- Problems of selection and implementing of appropriate communication tools, the organization is facing some challenges.
- The communication channels are backward.

-Employees have a good relationship with one another, especially in the social sphere. But the staff and the management have bad attitude on the employees. This is because they are weak in dealing with the employee or understanding the employee's problems and thoughts.

In addition the following are also identified by respondents as challenges.

- Absence of logical system for communication

- Poor journalistic practice
- Political faction
- There is a problem of not having access to the net information of the employee
- Sometimes employees' secrets are wasted. This can be seen in the fear of interpersonal relationships
- Media work is often stressful, which means that employees do not spend time with each other and strengthen their relationships.
- Presence of Rumors
- Misunderstanding also another big challenge for internal communication in EBC
- There is no smooth relationship between managers and employees. Also most journalists are not obedient for the idea that comes from the authorized person (office).
- Fear of expressing one opinion to other can be taken as the fundamental view that person.
- There is a lack of systematic communication between employees and other customers.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

This chapter covers the conclusions and recommendations of the study as a whole. Based on this, you will be given conclusions from the interviewer as well as the feedback from the staff. Appropriate recommendations are also made based on the findings of the study. These recommendations are a guide to improving public relations and internal communications on EBC. It also outlines the challenges to internal communication and solves them.

#### **5.1 Conclusions**

As has been repeatedly stated, the effort and attempt of this study is to assess the practices of public relations related to internal communication. The study also used qualitative and quantitative research approaches to meet the questions raised at the beginning of the study and the objectives it set out to achieve. To help with this, employees of the Ethiopian Broadcasting Corporation were participated by questionnaires as well as the organization's public relations are interviewed. Based on the findings of the study, the following conclusions have been drawn.

The response from the interviewer and the questionnaire participants indicates that there are weaknesses in the preparation of the trainings. Public relations professionals are not regularly trained. They also do not provide training regarding to internal communication. This is detrimental to the overall communication capacity of the organization. As a professional, it is important to make public relations professional. Public relations, who do not have professionalism, find it difficult to conduct their duties professionally.

The results of the study show that, public relations are less likely to function according to the organization's vision and mission. 53.8% responded Neutral. Another 25% also responded by saying that public relations work is not in line with the organization's vision and mission. Not only this but also public relations activities, are often not clear to other staff. This is what the response from the staff shows. As a result, many of the company's employees are unsure and do

not have information that public relations are moving in with the organization's vision and mission.

The results of the organization's focus on public relations are also not encouraging. High numbers of the questionnaire respondents that means 38.5% said the corporation's focus on public relations was low. According to interviewer, public relations experts who participated in the interview said that the organization pays little attention to public relations. Although the management and staff of the organization have a positive view of the importance of public relations, but their focus is far from that. As can be seen from the responses, the organization's focus on public relations is not satisfactory. According to public relations experts, the organization established public relations as a group, not as a department. Public relation is also denied the opportunity to communicate directly with the management. The number of public relations professionals is also very small. Even though Strong public relations are needed for thousands of workers, but on the contrary, their size is very small. Not only are the public relations professionals small but they are not well-rounded in education. This is due to the corporation's low publicity.

Another finding is concerns communication channels used by the organization. Electronic, face to face and print options are commonly used. In addition, "Checklist" software has been common for many years, from employee to management. Although the organization is not using it effectively right now. The reason for the decline in usage is that it is not convenient for journalists. Another reason is that management bodies at all levels do not properly control it. Not only the checklist but also all the internal communication channels are not being used properly by the organization. Participants' responses indicate also that outdated channels are being used.

There are also findings regarding the challenges to internal communication. According to the interview, the issue is a new structure that the organization will soon start. The structure has been 2 years since it was supposed to start but it has not started. However, the company is not providing the required information regarding the structure, which is leading to unappropriated grapevine communication among employees. Because, there is a lot of speculation related to the structure. This has led to fear and anxiety as well as mistrust among employees.

According to the public relations team leader, the organization's focus on public relations with the new structure will be further reduced. While it is a problem to be organized as a group, not as a department, there are now plans to reduce it to individual.

Communication problems are a problem that can happen in any office. The question is whether the problem will be solved through communication and peaceful means. Finding from EBC shows that there are promising solutions, but most of them indicate that there is still work to be done. Employees have a good relationship with one another, especially in the social sphere. But the management have not built good attitude on the employees. This is because they are weak in dealing with the employee or understanding the employee's problems and thoughts.

## **5. 2 Recommendations**

Based on the findings of the study, the following recommendations are proposed.

- ❖ The type and direction of communication to be implemented by the organization should be implemented appropriately and consistently. Particular attention should be paid to the effects of grapevine communication due to improper handling.
- ❖ If the organization is to be modern and have a professional public relations system, it is necessary to give priority to trainings. At a time when the world is making incredible changes in every field, if a series of new trainings are not developed, the organization will lose the benefits it deserves from public relations.
- ❖ While the corporation may use its internal communication channels in a promising way, it should reduce the number of outdated ones. Also the number of employees in the organization is high; there must be tools and channels that are suitable for the employee. The Checklist software, which is being used as the main communication channel, needs to be transformed into a good opportunity by developing its strengths and correcting its weaknesses. Leadership also must be strengthened and monitored.
- ❖ There is also different definition given by many people regarding to EBC's general condition. So the organization needs strong public relations, even with other problems, to

renew its name. Building and renewing the organization's name cannot be achieved by giving less space to public relations and by not building a strong structure. Therefore, in addition to solving the problem and creating better internal communication, EBC needs to improve and change its focus on public relations to develop its view in the external public.

- ❖ Of course, public relations are related to the focus and structure, but they are not working according to the organization's vision and mission, so they must focus on this. They need to inspire and motivate other employees to go in line with the organization's vision and mission.
- ❖ The management and staff of the organization believe in the importance and role of public relations, but they need to change their perspective on support and place. Ideas should be supported by action. Thinking or talking about the importance of Public relation is not enough, but it is also important to save public relations with the support of human resources and the necessary knowledge and skills.
- ❖ When communication problems and gaps arise, the organization should work hard to solve them through communication. In order to increase the chances of communication problems being solved by communication, a series of trainings should be organized to help people solve their problems more clearly.
- ❖ Public relations must be open and transparent to employees. Public relations professionals need to work closely with staff and they must narrow their distance with staff. Public relations are also required to carry out research-based activities in order to create a comfortable and effective internal communication.

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## **Appendices**

### **Appendix One**

**Addis Ababa University Graduate School of Journalism and Communication**

**Department of Public Relations and Strategic Communication**

**Questionnaires for Employees Dear Respondents,**

The main purpose of this questionnaire is to collect data for a research work entitled "Internal communication practices and challenges of public relations in media industries the case of EBC." Your feedback is a great contribution to this study. I also humbly ask you to provide appropriate answers to the questions listed below. Thank you so much for your time and attention.

I would like to assure you that your response to the questionnaire would be kept confidential and it has no intention except for academic purpose. If you would like to be clarified or have additional comments, you can contact me at [davetasew13@gmail.com](mailto:davetasew13@gmail.com).

#### **Part I- Respondents Demographic Data**

Please circle or write your responses for the following personal information based on the type of questions.

A) Please circle your responses for the following personal information

1. Gender      A. Male      B. Female

2. Age \_\_\_\_\_

A.18-25      B.26-35      C.35-45      D. above 46

3. Educational level

A. Diploma      B. 1st degree      C. 2nd degree      D. PhD      E. other

B) Please write your responses for the following personal information

4. Your work position or job title \_\_\_\_\_

5. Years of Experiences\_\_\_\_\_

A. 1-5      B. 6-10      C. 11-15      D. 16-20      E. above 20

## Part II- Basic Questions

6. Did you know that there are public relations within the corporation?

A) Yes      B) No

7. Do you know the practice of PRs in your organization?

A. yes      B. No

8. Do you think the corporation needs public relations?

A. yes      B. No      C. I have no idea

9. Do you think the internal communication tools and channels are effective in your organization?      A. Yes      B. No      C. I have no idea

10. How do you see the corporation's focus on public relations?

A) Very high    B) High    C) medium    D) low      E) very low

## Part III- Major Questions

Please make a tick (✓) mark on your choice that is provided in front of each question.

1=Strongly Agree    2=Agree    3=Neutral    4= Disagree    5= Strongly Disagree

| No | Statement                                                                          | 1 | 2 | 3 | 4 | 5 |
|----|------------------------------------------------------------------------------------|---|---|---|---|---|
|    | <b>Internal communication</b>                                                      |   |   |   |   |   |
| 1  | There is effective internal communication within EBC                               |   |   |   |   |   |
| 2  | There are challenges in public relations related to internal communication         |   |   |   |   |   |
| 3  | Communications tools, channels are effectively used in the organization            |   |   |   |   |   |
| 4  | Electronic communication such as e-mail, phone calls... is commonly used in EBC    |   |   |   |   |   |
| 5  | Face –to-face communication is common in EBC                                       |   |   |   |   |   |
| 6  | Communication gaps/problems are always solved by communication in the organization |   |   |   |   |   |

|    |                                                                                                                                               |   |   |   |   |   |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 7  | Public relations has the experience of conducting research and preparing training to ensure comfortable communication within the organization |   |   |   |   |   |
| No | <b>Statement</b>                                                                                                                              | 1 | 2 | 3 | 4 | 5 |
|    | <b>Practices and Challenges of public relations</b>                                                                                           |   |   |   |   |   |
| 1  | PRs has given better job structures in the organization-                                                                                      |   |   |   |   |   |
| 2  | PRs do activities based on the vision and mission of the organization.                                                                        |   |   |   |   |   |
| 3  | Public relations practice is necessary in the organization                                                                                    |   |   |   |   |   |
| 4  | Organizational managers and employees believe in the importance of PRs and its practice                                                       |   |   |   |   |   |
| 5  | PRs creates goodwill by managing a two-way communication process                                                                              |   |   |   |   |   |
| 6  | PRs use the right PR channels and tools                                                                                                       |   |   |   |   |   |
| 7  | Public relations has the experience of conducting research and preparing training to ensure comfortable communication within the organization |   |   |   |   |   |
| 8  | Communication problems are always solved by communication in the organization                                                                 |   |   |   |   |   |

**Part IV: please give short and brief answer for the following questions.**

1. Please list the practices of PRs in your organization?

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2. What is your perspective towards internal communication channels and public relations practices of EBC?

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3. What do you think are the main challenges to internal communication in the organization?

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## Amharic version of the Questionnaire

የዚህ መጠይቅ ዋና ዓላማ በኢ.ቢ.ሲ. የውስጥ ግንኙነትን በተመለከተ የህዝብ ግንኙነቶች እንቅስቃሴና ፈተናዎችን አስመልክቶ ለምርምር ስራ መረጃ መስጠት ነው። የእርስዎ አስተያየት ታዲያ ለዚህ ጥናት ትልቅ አስተዋጽኦ አለው። ይህንንም በመገንዘብ ከዚህ በታች ለተዘረዘሩት ጥያቄዎች ተገቢውን መልስ እንድትሰጡ በትህትና እጠይቃለሁ። ስለ ጊዜዎ እና ትኩረትዎ በጣም አመሰግናለሁ።

ለመጠይቁ የሰጡት ምላሽ በሚስጥር እንደሚጠበቅ እና ከአካዳሚክ ነክ ዓላማ በስተቀር ሌላ ዓላማ እንደሌለው ላረጋግጥላችሁ እወዳለሁ። እንዲብራራ የሚፈልጉት ወይም ተጨማሪ አስተያየቶች ካሉዎት በ “davetasew13@gmail.com” አድራሻ ያግኙኝ።

### ክፍል አንድ- የተሳታፊዎች መረጃ

በጥያቄዎች አይነት ላይ በመመስረት እባክዎ ለሚቀጥሉት የግል መረጃዎች ምላሾችን ይጻፉ ወይም ያክብቡ ሀ. እባክዎን ለሚቀጥሉት የግል መረጃዎች ምላሾችን ያክብቡ

1. ፆታ      ሀ. ወንድ      ለ. ሴት

2. እድሜ \_\_\_\_\_

ሀ. 18-25      ለ. 26-35      ሐ. 35-45      መ. ከ 46 ዓመት በላይ

3. የትምህርት ደረጃ

ሀ. ዲፕሎማ      ለ. የመጀመሪያ ዲግሪ      ሐ. ሁለተኛ ዲግሪ      መ. ሌላ

ለ. እባክዎ ለሚከተሉት የግል መረጃዎች የተመለከቱ ጥያቄዎች ምላሾችን ይጻፉ

4. የሥራ ልምድ

ሀ. 1-5      ለ. 6-10      ሐ. 11-15      መ. 16-20      ሠ. ከ 20 ዓመት በላይ

5. የሥራ ደረጃ ወይም መጠርያ \_\_\_\_\_

### ክፍል ሁለት መሰረታዊ ጥያቄዎች

6. በድርጅቱ የህዝብ ግንኙነት ባለሙያዎች መኖራቸውን ያውቃሉ?

ሀ. አዎ      ለ. አላውቅም

7. በድርጅቱ ስላለው የህዝብ ግንኙነት ተግባሮች ያውቃሉ?

ሀ. አዎ      ለ. አላውቅም

8. ኢ.ቢ.ሲ. የህዝብ ግንኙነት ባለሙያ ያስፈልገዋል ብለው ያስባሉ?

ሀ. አዎ                      ለ.አያስፈልግም                      ሐ. ሃሳቡ የለኝም

9. በድርጅቱ ውስጥ ለውስጥ ኮሚቴዎች ጥቅም ላይ እየዋሉ ያሉት ቻናሎች ወይም መገልገያ መሳሪያዎች ውጤታማ ናቸው ብለው ያስባሉ?

ሀ. አዎ                      ለ.አይደለም                      ሐ. ሃሳቡ የለኝም

10. ድርጅቱ ለህዝብ ግንኙነቶች የሚሰጠውን ትኩረት እንዴት ያዩታል?

ሀ. በጣም ከፍተኛ                      ለ. ከፍተኛ                      ሐ. መካከለኛ                      መ.ዝቅተኛ                      ሠ. በጣም ዝቅተኛ

### ክፍል ሶስት

እባክዎ በያንዳንዱ ጥያቄ ፊት ባሉ አማራጮች ምልክት (✓) ያደርጉ

1= በጣም እስማማለው                      2. እስማማለው                      3. ገለልተኛ ነኝ                      4. አልስማማም                      5.በፍጹም አልስማማም

| No  | መልስ መስጫ ሃሳቦች                                                           | 1 | 2 | 3 | 4 | 5 |
|-----|------------------------------------------------------------------------|---|---|---|---|---|
|     | <b>የውስጥ ኮሚቴዎች</b>                                                      |   |   |   |   |   |
| 1   | በድርጅቱ ውጤታማ የሆነ የውስጥ ኮሚቴዎች አለ::                                         |   |   |   |   |   |
| 2   | ከውስጥ ኮሚቴዎች ጋር በተያያዘ የህዝብ ግንኙነቶች ተግዳሮቶች አሉባቸው::                         |   |   |   |   |   |
| 3   | በድርጅቱ የኮሚቴዎች ቻናሎች ወይም መሳሪያዎች ውጤታማ በሆነ መልኩ ጥቅም ላይ ይውላሉ::                |   |   |   |   |   |
| 4   | እንደ ኢሜልና ስልክ ያሉ የኤሌክትሮኒክስ መገናኛዎች የተለመዱ ናቸው::                           |   |   |   |   |   |
| 5   | በድርጅቱ የአካል ኮሚቴዎች የተለመደ ነው::                                            |   |   |   |   |   |
| 6   | በድርጅቱ የኮሚቴዎች ችግር ወይም ክፍተት ሲፈጠር በኮሚቴዎች ይፈታል::                           |   |   |   |   |   |
| 7   | የህዝብ ግንኙነቶች በድርጅቱ ምቹ የሆነ ኮሚቴዎች እንዲኖር የሚያስችሉ ጥናት ያደርጋሉ ስልጠናዎችንም ያዘጋጃሉ:: |   |   |   |   |   |
| ተ.ቁ | <b>መልስ መስጫ ሃሳቦች</b>                                                    | 1 | 2 | 3 | 4 | 5 |
|     | <b>የህዝብ ግንኙነት ተግባራትና ተግዳሮቶች</b>                                        |   |   |   |   |   |
| 1   | የህዝብ ግንኙነቶች በተቋሙ ውስጥ ጥሩ መዋቅር ተስጥቷቸዋል::                                 |   |   |   |   |   |
| 2   | የድርጅቱ የህዝብ ግንኙነቶች ተግባራቸው በድርጅቱ ራዕይና ተልዕኮ ላይ የተመሰረተ ነው::                |   |   |   |   |   |

|   |                                                                                     |  |  |  |  |  |
|---|-------------------------------------------------------------------------------------|--|--|--|--|--|
| 3 | በድርጅቱ የህዝብ ግንኙነት ተግባራት አስፈላጊ ናቸው፡፡                                                  |  |  |  |  |  |
| 4 | የድርጅቱ አመራርና ሰራተኞች በህዝብ ግንኙነት አስፈላጊነት ላይ ያምናሉ፡፡                                      |  |  |  |  |  |
| 5 | የህዝብ ግንኙነቶች በድርጅቱ ውስጥ ከዓመራር ወደሰራተኛ ከሰራተኛም ወደ ዓመራሩ ያለውን ኮሚኒኬሽን አግባብ ያው እንዲሆን ያደርጋሉ፡፡ |  |  |  |  |  |
| 6 | የህዝብ ግንኙነቶች ትክክለኛ ቻናሎችን ወይም የኮሚኒኬሽን መሳሪያዎችን ይጠቀማሉ፡፡                                 |  |  |  |  |  |
| 7 | የህዝብ ግንኙነቶች በድርጅቱ ምቹ ኮሚኒኬሽን እንዲኖር የሚያስችሉ ጥናቶችን ያደርጋሉ ስልጠናዎችንም ያዘጋጃሉ፡፡               |  |  |  |  |  |
| 8 | የኮሚኒኬሽን ችግሮችና ክፍተቶች ሲፈጠሩ የሚፈቱት በኮሚኒኬሽን ነው፡፡                                         |  |  |  |  |  |

**ክፍል አራት፡ እባክዎ ለሚከተሉት ጥያቄዎች ግልጽና አጭር መልስ ይስጡ**

1. እባክዎ በድርጅቱ ያለውን የህዝብ ግንኙነቶች ተግባራት ይዘርዝሩት፡፡
2. ከውስጣዊ ኮሚኒኬሽን ጋር ተያይዞ ስላለው የኮሚኒኬሽን ቻናልና የህዝብ ግንኙነቶች ተግባራት ዙሪያ ያሉት እይታ ምንድን ነው?
3. ምን አይነት ነገሮች ለውስጣዊ ኮሚኒኬሽን ዋና ተግዳሮት ናቸው ብለው ያስባሉ?

## Appendix Two

### Interview guide for the Semi-Structured Interview

In accordance with the main objective of this research, the following questions are designed to assess EBC's internal communication practices and challenges of public relations.

1. How professional is the public relations staff in the organization? How do you view their practices?
2. What methods do you use to have a comfortable internal communication within the organization?
3. What are the problems that make the organization's internal communication ineffective? How do you try to solve it?
4. What channels and tools do you use for communication within the organization?
5. How are you using New Media?
6. How often do you communicate with the company's staff and managers? Formal or informal
7. What is the attitude of the staff and management of the organization on the importance of public relations and effective internal communication?
8. How do you explain the interaction between the employees and PRs?
9. Do you prepare new trainings for the staff regarding to public relations and internal communication? What about you, Are you trained?