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**MA in Journalism and Communication (Public Relation & Strategic
Communication)**

**Internal Communication: A Key Teamster of Organizational Success – The Case
of Bank of Abyssinia**

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Abstract

In today's competitive and globalized business environment, effective internal communication is increasingly recognized as a critical factor for organizational success. This study explores the role of internal communication in achieving organizational goals at the Bank of Abyssinia (BoA), with a focus on how information flows between management and employees, communication channels used, and the overall effectiveness of these processes. Grounded in Organizational Culture Theory, particularly the work of Edgar Schein, the study highlights how shared values, norms, and communication practices shape organizational behaviour and performance. Using a descriptive research design that integrates both qualitative and quantitative methods, data were collected through surveys to assess employee perceptions and the current communication system at BoA. Findings revealed a high level of satisfaction with the content, flow, and relevance of internal communication (average agreement rate of 79.45% and satisfaction score of 83.19%), though clarity, feedback management, and reliability showed room for improvement. The study identifies both formal and informal communication practices, stressing the need for two-way communication, digital platforms for feedback, and collaboration with the Labor Union to ensure inclusive and well-informed internal discourse. It also emphasises the need for a structured internal communication plan that considers employee diversity and avoids inconsistent messaging. The research addresses gaps found in earlier studies that overlooked the role of informal channels and the employee perspective on communication effectiveness. By strengthening its internal communication strategies, BoA can further align its vision, mission, and strategic goals with employee engagement and operational efficiency. Ultimately, this study contributes to the broader understanding of how strategic internal communication enhances organizational culture, employee motivation, and overall performance.

List of Acronyms (Alphabetically Ordered):

BoA – Bank of Abyssinia

BHD – Bahir Dar District

CAD – Central Addis District

CC – Corporate Communications

EAD – East Addis District

HR – Human Resources

HRD – Human Resource Development

HRM – Human Resource Management

IC – Internal Communication

ICT – Information and Communication Technology

IFB – Interest Free Banking

IT – Information Technology

OCT – Organizational Culture Theory

OC – Organizational Culture

OL- Outlook Mail – Microsoft’s email platform

RCMD – Risk and Complaints Management Division

SM- Social Media – Platforms like Facebook, LinkedIn, etc...

TWF – Theoretical Framework

WAD – West Addis District

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's globalized and highly competitive business environment, effective internal communication has emerged as a vital component in achieving organizational goals. Institutions like the Bank of Abyssinia (BoA), operating across diverse cultural and linguistic contexts, face both challenges and opportunities in managing internal communication efficiently.

Contemporary organizations are increasingly focused on retaining a motivated workforce amid shifting values and changing demographics. This shift necessitates a more deliberate and strategic approach to internal communication. Modern management must give equal emphasis to internal audiences as they do to external stakeholders, ensuring that internal messages are aligned and integrated with external communications. Argenti (1996), cited in Michat (2015),

In the financial services sector, particularly in banking, a well-functioning internal communication system is essential to coordinate organizational efforts around common goals. It plays a pivotal role in cascading strategic directions from top management down through all levels of the hierarchy. Such communication enhances employees' awareness of the organization's financial, operational, technical, and human resource frameworks. Ultimately, this contributes to building a strong organizational reputation and a shared sense of purpose among staff.

Moreover, internal communication serves as a mechanism to convey the organization's core values, corporate identity, and institutional culture. It strengthens employee engagement and creates a unified understanding of the bank's vision, mission, and strategic objectives. It also influences the effectiveness of external communication by establishing coherence in messaging across all stakeholders. Amiri, M. (2015, September). Internal Communication: Perception and Opinions of Bank Argenti

Recognizing this, the Bank of Abyssinia places significant importance on strengthening its internal communication practices. It becomes essential to assess how information flows within the organization—between management and employees, and among employees themselves—while examining the channels used and the overall effectiveness of these processes. Such an assessment provides valuable insights into how well communication supports alignment with the bank’s strategic direction and helps foster constructive relationships across the organization.

To frame this study, Organizational Culture Theory was adopted. A theoretical framework offers researchers a structured lens through which to analyze and interpret findings, serving as a guide to understand complex organizational dynamics. Organizational Culture Theory explores the shared values, beliefs, and practices that shape employee behavior and interactions within an institution. It emphasizes how these cultural elements influence communication, decision-making, the work environment, and overall organizational performance.

One of the most influential contributors to this theory is Edgar Schein, whose work *Organizational Culture and Leadership* (1985, 2010) is foundational in the field. Schein defines organizational culture as a set of shared assumptions developed over time by members of an organization, guiding how they interpret and respond to various situations. These assumptions become embedded and are transmitted to new members as the correct way to think and act. (Eisenberg, E. M., Goodall, H. L., & Trethewey, A. (2017).

Against this backdrop, the purpose of this study is to assess the current state of internal communication within the Bank of Abyssinia—specifically the communication between management and employees, as well as among employees. The research aims to evaluate whether the bank’s internal communication practices align with its organizational culture and whether they contribute effectively to the achievement of its strategic goals. Furthermore, the study seeks to identify strengths and weaknesses in current practices and to propose practical recommendations to address any communication challenges revealed during the assessment

1.2. Problem Statement

Many organizations still rely heavily on top-down or formal communication structures, often neglecting the value of informal, technology-enabled channels that can enhance the speed and engagement of internal communication. Understanding how various communication approaches function in different work environments is vital to improving employee connection and operational responsiveness (Mazzei, A. (2014). *Internal communication for employee enablement: Strategies in American and Italian companies.*

There is also a notable difference in how internal communication is perceived by management and employees. While leaders typically regard it as a strategic instrument to align the workforce with organizational goals, employees tend to view it more as a means for daily interaction and engagement (Public Relations Review, n.d.). This misalignment can lead to ineffective communication strategies and decreased employee satisfaction. Encouraging two-way communication where employees feel heard can bridge this gap and enhance overall performance (Public Relations Review, n.d.).

Strong internal communication systems contribute to building a healthy organizational culture, promoting ethical decision-making, and fostering mutual trust across all levels. When communication is approached not merely as information delivery but as relationship-building, it increases employee loyalty and motivation (Men & Bowen, 2017). Research also shows that inclusive, dynamic, and well-aligned communication strategies play a significant role in achieving organizational objectives. This has been a consistent finding in earlier studies linking communication quality with organizational effectiveness (Clampitt, P. G., & Downs, C. W. (1993). *Communication and organizational effectiveness.*

Organizations should invest in developing flexible internal communication strategies that combine formal structures with informal, digital, and interactive platforms. Emphasizing two-way communication, aligning management and employee perspectives, and fostering a relationship-driven communication culture can enhance engagement, trust, and goal alignment. Integrating these approaches will not only strengthen employee commitment but also support the organization in achieving its broader strategic aims. (Mazzei, A. (2014). *Internal communication for employee enablement: Strategies in American and Italian*)

1.3. Objectives of the Study

1.3.1. General Objective:

The main purpose of this study is to assess the current level of internal communication at the Bank of Abyssinia and propose possible solutions that help to address the identified gaps.

1.3.2. Specific Objectives:

- Assess employees' opinions, perceptions, and expectations regarding internal communication practices.
- Identify communication barriers between employees and management, highlighting areas for improvement.
- Examine the accessibility, timeliness, and effectiveness of current communication channels.
- Identify the most effective communication channels for the bank and incorporate improvements to address existing shortcomings

1.4. Research Questions

- What are the existing internal communication practices in BoAs?
- What challenges do BoAs face in implementing effective internal communication?
- What strategies can be adopted to enhance internal communication in BoAs?
- How does internal communication influence the achievement of organizational goals at BoA?

1.5. Significance of the Study

This section in a research paper explains why the research is important and what contributions it will make. In recent academic trends, this section often covers:-

Highlight how the study's findings could be applied in real-world settings. For example, research on internal communication's role in organizational goals may offer actionable insights for managers on improving productivity or employee engagement.

Theoretical Contribution: Describe how the research will contribute to existing knowledge or theory in the field. This could mean filling a knowledge gap, challenging existing theories, or providing evidence that supports or refutes previous findings.

Discuss how the findings could influence policies, particularly if the research involves social, organizational, or public policy implications. For instance, a study might help shape organizational policies for internal communication strategies in large corporations or public institutions.

Include potential benefits for society or the economy, especially if the research addresses social issues, public health, or economic development. For instance, effective internal communication in organizations can lead to improved job satisfaction and reduced turnover rates, which has a positive economic impact.

Specify how the research will be valuable to specific groups, like policymakers, businesses, educational institutions, or community organizations. This makes the study's practical relevance clear to funders or stakeholders interested in tangible outcomes.

The research highlight how the study's findings could be applied in real-world settings. For example, research on internal communication's role in Bank of Abyssinia (BOA) goals may offer actionable insights for managers on improving productivity or employee engagement.

The research literature parts and others have theoretical contribution for the existing knowledge or theory in the field. This could mean filling a knowledge gap, challenging existing theories, or providing evidence that supports or refutes previous findings.

The findings of the research could an input of policies, particularly the internal communication strategies in organization.

Especially if the research addresses social issues entire the Bank of Abyssinia, effective internal communication in organizations can lead to improved job satisfaction and reduced turnover rates, which has a positive economic impact.

The research will be valuable to the organization policymakers, Boa's businesses wings, Marketing Departments, or all Branches in the organizations. This makes the study's practical relevance clear to stakeholders interested in tangible outcomes.

1.6. Limitation of the study

The "Limitations of the Study" section outlines the study's constraints, helping to contextualize findings and highlight areas for attention. Current research papers commonly address the following limitations:

The study on internal communication involves a small group from an organization, this may limit the extent to which the findings apply broadly to other sectors or cultural contexts.

Uncontrolled Variables Point out any variables that could not be controlled and may affect the results.

Ethical Constraints: Sometimes, ethical considerations can limit the study, such as restrictions on observing certain behaviours or obtaining sensitive information.

1.7. Scope of the Study

This study evaluates the internal communication practices of the Bank across all levels of the organization, including the flow of information within and between the head office, districts, and branches. It will examine the effectiveness of different channels and communication methods used.

1.8. Organization of the study

The Organization of the Study section provides a clear roadmap for readers, outlining the structure of the research paper and what to expect in each chapter. Chapter One presents an introductory overview, briefly describing the research problem, objectives, significance of the study, and relevant background information. Chapter Two contains the literature review, summarizing existing research related to the study, highlighting key theories, frameworks, and findings that inform the research question, and identifying gaps the current study aims to address. Chapter Three outlines the research methodology, detailing the research design (qualitative, quantitative, or mixed methods), data collection procedures, sampling techniques, and the tools or instruments used for analysis. Chapter Four presents the results or findings, using tables, graphs, or qualitative descriptions as appropriate. The results will be organized based on research questions, themes, or variables. Following this, the discussion section interprets the findings in relation to the research questions and the reviewed literature, exploring implications for practice, policy, or theory. Finally, the Conclusion summarizes the study's key findings, reiterates its significance, and may offer recommendations for future research

CHAPTER TWO

Literature Review

The literature review will focus on key theories and models of internal communication, and theories of organizational communication such as the Organizational Information Theory. Previous studies on the impact of communication on employee performance, engagement, and organizational success will be analysed.

The literature review dives deep into the existing literature on the topic, demonstrating thorough understanding of the existing literature including themes, strengths, weaknesses, and gaps in the literature. It serves both to demonstrate knowledge of the field and, to demonstrate how the proposed study will fit alongside the literature on the topic.

2.1. Modern Organizational Communication

Modern organizational communication encompasses the dynamic processes through which information, ideas, and values are shared within and across organizational boundaries using advanced technologies and contemporary strategies. It emphasizes a two-way flow of information, fostering collaboration, inclusivity, and transparency. Digital tools, such as emails, video conferencing, and collaborative platforms, play a central role in enabling real-time interactions, bridging geographical gaps, and promoting efficiency. Modern organizational communication also prioritizes adaptability to cultural diversity, employee engagement, and alignment with organizational goals. By integrating traditional communication principles with innovative practices, organizations can build stronger relationships, enhance decision-making, and drive change in today's fast-paced, globalized environment. Clampitt, P. G. (2016). (6th Ed.). Sage Publications.

Modern organizational communication is the strategic exchange of information and ideas within organizations, driven by digital innovations and the evolving demands of a globalized workforce. It integrates traditional principles of clarity and feedback with contemporary practices such as social media engagement, collaborative tools, and virtual communication platforms. This form of communication not only facilitates efficient workflows but also promotes employee engagement, cultural inclusivity, and organizational transparency. The use of advanced technologies ensures that messages are conveyed swiftly and effectively, overcoming barriers of time and space while aligning with organizational goals. Tourish, D., & Hargie, O. (2009). Key Issues in Organizational Communication. Routledge.

2.2. Internal Communication

Internal communication refers to the exchange of information, ideas, and feedback within an organization, encompassing formal and informal channels. It serves as a critical mechanism for aligning employees with organizational goals, fostering collaboration, and building a shared sense of purpose. Effective internal communication relies on clarity, openness, and the strategic use of tools such as emails, intranets, newsletters, and meetings to ensure that messages reach all levels of the organization. Additionally, it plays a vital role in enhancing employee engagement, trust, and organizational culture, ultimately contributing to overall productivity and success. (Welch, M., & Jackson, P. R. (2007).: *An International Journal*, 12(2), 177-198).

Internal communication involves the processes, channels, and strategies used by organizations to communicate with their employees. It encompasses both formal channels like memos, meetings, and newsletters, and informal methods such as casual conversations and digital platforms. Effective internal communication is crucial for creating a transparent, collaborative, and inclusive workplace, where employees feel informed and engaged with the organization's vision, values, and objectives. It fosters trust, drives performance, and ensures that all employees are aligned and motivated toward common goals.

Internal communication refers to the systematic flow of information and messages between organizational members, which facilitates alignment, collaboration, and a shared understanding of company objectives. It is a vital tool for managing change, crisis communication, and employee motivation. By leveraging both traditional methods and modern tools, such as intranet systems and instant messaging apps, organizations can ensure that all employees are consistently informed, reducing the risk of misunderstandings and fostering a sense of belonging and unity within the organization. (Zhao, X., & Wang, X. (2020). *Journal of Communication Management*, 24(4), 306-321.)

Internal communication is communication within an organization. It encompasses both "official" communications—memos, guidelines, policies and procedures—and unofficial communication that takes place between the staff members of an organization. Smooth internal communication between employees is an essential foundation for the success of any organization.

In any organization, internal communications are used to manage the receipt and dispatch of information to the users. Usually, information from top management has to pass through various channels and levels of hierarchy to get to the lower-level personnel. Senior-level management can provide information to staff in various ways. It also uses internal communication to provide feedback to its subordinates and staff in a clear, concise, and informative way. Internal communication can be simply described as the function related to effective communication among employees within an organization. In the case of the banking sector, the role of internal communication is much more significant. Due to the dynamic business environment of the banking sector, any change raises suspicions in customer perceptions; therefore, it requires special attention to the internal communication process perspective. Internal communication contributes to the positive relationship by enabling communication between leaders and employees. Furthermore, it is part of the organizational context in which employees are engaged or disengaged. As effective internal communication contributes to organizational effectiveness, it can play a part in developing a positive sense of employee identification as well as promoting employee awareness and threats. (Mazzei, A. (2010). *An International Journal*, 15(3), 221–234

2.3. Technological Devices Used for Communication

Communication is used to establish and disseminate the goals of an organization. It also helps to develop a plan, to lead, direct and motivate those working towards the stated objectives. It helps to resolve conflicts, and difficulties and control performance. For all these to be achieved, there is a need for communication devices.

Technology-based communication devices are the ones that have the advantage of being fast, cheap, and with a reach that stretches around the world. Those technology-based devices have also the capacity to reach a large audience with a minimum amount of resources. Both transmitting and receiving messages and data files are possible via these devices. Further, it is possible to have an electronic discussion in both written and visual or sound form.(Bel-molokwu (2004)

It is central to many of the advances in communication technology. It has created a smooth environment for exchanging ideas throughout the organization.

Internet: The internet is a worldwide network that connects hundreds of thousands of smaller networks linking computers at academic, scientific, and commercial institutions. WWW (worldwide website): It is an interconnected system of computers all over the world that store information in a multi-media form. Organizations use the web to provide information in more than one way.

Cellular Phone: It is an advanced mobile phone service. It is one of the fastest-growing types of wireless data use.

Video – Conferencing: It is the use of video transmission systems to communicate between sites using video and voice.

Multimedia: This is a form of media that presents information in more than one medium such as text, pictures, video sound, and animation in a single integrated communication.

Email (electronic mail): This provides a fast, economical and convenient way to send messages to colleagues, friends, family, etc.

The main disadvantage of information technology-based communication is that not everyone has access to the necessary technology mainly because of location, position within an organization, or skills. Another disadvantage can be information overload – meaning that many people who regularly use this form of communication receive more information than they can effectively handle.

2.4. Barriers to Effective Organizational Communication

Internal communication is influenced by various interrelated factors, including the size of the audience, the nature of interpersonal relationships among recipients, the communication channels employed, the type and clarity of messages conveyed, and the feedback provided by receivers. These elements can also function as potential barriers that hinder effective communication within organizations (Robbins & Judge, 2019)

2.5. Empirical Literature

A survey by Watson Wyatt showed that firms that communicate effectively are four times more likely to report high levels of employee engagement compared with firms that communicate less effectively. Mostly, happy employees provide better customer service, inspire loyalty among both colleagues and clients, and are more likely to remain with the organization—ultimately reducing turnover costs and customer service inconsistencies.

Similarly, Amiri (2015) surveyed 116 employees randomly selected from 12 bank branches in Pune, India, and found that 98.3% of employees were well-informed about the challenges faced by the bank; 100% understood bank policies and procedures; and 94.0% were aware of ongoing accomplishments. Furthermore, 84.4% were aware of the strategic direction from management, 82.8% felt empowered to express ideas to upper management, and 94.0% stated there was a free flow of information. Amiri concluded that bank management recognizes the impact of internal communication on business performance, and employees are generally aware of its importance and qualities. Overall, employee perceptions of internal communication systems were positive. (Amiri, H. (2015). *International Journal* 2(1), 17–21.

2.6. The relationship between communication and organizational goals

The relationship between communication and organizational goals is fundamental to achieving success and alignment within any organization. Communication serves as the bridge through which organizational objectives are conveyed, understood, and acted upon by employees. Clear, effective communication ensures that all members of the organization are aligned with the overall goals, understands their roles in achieving those goals, and are motivated to contribute towards them. Additionally, communication fosters feedback loops, enabling organizations to assess progress and adapt strategies accordingly.

The more efficient and transparent the communication, the better and organization can ensure that its goals are clearly defined, pursued with coordinated effort, and adapted in response to internal and external changes. (Bordia, P., Hunt, E., & Paulsen, N. (2009).46(4), 469-493.)

Effective communication is integral to the successful achievement of organizational goals as it ensures that information flows seamlessly across all levels of the organization. It serves as the foundation for setting clear expectations, aligning actions, and creating a shared vision among employees. Through consistent communication, leaders can articulate the organization's mission, values, and goals, ensuring that every team member understands their individual contributions. Moreover, communication channels enable feedback and adjustment, which help maintain momentum and address any challenges that arise during goal pursuit. By maintaining open lines of communication, organizations can foster a culture of accountability, motivation, and continuous improvement, ultimately driving progress towards shared objectives.

"According to the referenced book and related statements, this article examines the role of communication in aligning organizational goals and enhancing managerial effectiveness. The researcher believes that incorporating relevant theories will contribute to establishing effective processes for achieving organizational objectives."

2.7. Alignment of Vision, Mission, and Values in relation to internal communication.

The alignment of vision, mission, and values in internal communication refers to the process of ensuring that an organization's long-term goals (vision), core purpose (mission), and guiding principles (values) are consistently communicated and understood by all members within the organization. Effective internal communication ensures that employees at every level are aware of, and aligned with, these foundational elements, creating a cohesive organizational culture. By clearly conveying the vision, mission, and values through various communication channels—such as meetings, newsletters, intranet platforms, and leadership messaging—organizations can foster a shared sense of purpose, enhance employee engagement, and drive alignment towards common goals. When communication is transparent and consistent, it reinforces the organization's direction and promotes behaviour's that align with its core values, ultimately contributing to organizational success. (Welch, M., & Jackson, P. R. (2007). *An International Journal*, 12(2), 177-198.)

"This article discusses the critical role of internal communication in aligning employees with the vision, mission, and values of an organization, thereby fostering a strong organizational culture. In my understanding, seamless internal communication among employees is essential for the effective achievement of an organization's vision, mission, and goals."

2.8. Facilitating Decision-Making

Effective internal communication plays a pivotal role in facilitating decision-making by ensuring that relevant information flows seamlessly across all levels of an organization. Clear and timely communication reduces misunderstandings, enables the sharing of critical insights, and fosters collaboration among team members, which are essential for making informed and strategic decisions. Furthermore, internal communication creates a culture of transparency and trust, encouraging employees to contribute their perspectives and expertise. According to Eisenberg et al. (2017), effective communication structures empower

organizations to leverage collective intelligence, ultimately enhancing the quality and efficiency of decision-making processes. Eisenberg, E. M., Goodall, H. L., & Trethewey, A. (2017). *Organizational communication: Balancing creativity and constraint*. Bedford/St. Martin's.

2.9. Enhancing Collaboration

Effective internal communication is fundamental to enhancing collaboration within organizations by fostering an environment where team members can share ideas, knowledge, and resources effortlessly. Clear communication channels enable employees to align their efforts with organizational goals, reduce silos, and ensure cohesive teamwork. When communication is open and transparent, it encourages trust and mutual understanding, which are critical for successful collaboration. As Clampitt (2017) emphasizes, organizations that prioritize robust internal communication frameworks experience improved team synergy, as employees are better equipped to navigate complexities and work collaboratively toward common objectives. (Clampitt, P. G. (2017).

Employee Engagement and Motivation Effective internal communication is crucial for fostering employee engagement and motivation by creating a sense of inclusion, purpose, and alignment with organizational goals. Transparent communication ensures that employees understand their roles, how their contributions impact the organization, and the value placed on their efforts. Moreover, two-way communication channels enable employees to voice their opinions, feel heard, and build trust with leadership, which significantly enhances motivation and job satisfaction. According to Welch (2011), organizations with strong internal communication practices see higher levels of engagement as employees feel more connected and committed to their work and the broader mission. (Welch, M. (2011). *An International Journal*, 16(4), 328-346.)

2.10 Performance Management

Effective internal communication is vital for performance management as it establishes a clear understanding of expectations, goals, and feedback mechanisms between employees and management. By ensuring that performance objectives are communicated transparently, employees are better positioned to align their efforts with organizational priorities. Additionally, open communication channels facilitate constructive feedback, regular performance evaluations, and the recognition of achievements, all of which contribute to continuous improvement. As Aguinis (2019) highlights, organizations with effective

communication systems within their performance management frameworks experience enhanced employee accountability, productivity, and overall organizational success. Aguinis, H. (2019). *Performance management for dummies*. Wiley.

2.10.1 Brand and Reputation Management

Effective internal communication is vital for brand and reputation management as it ensures that employees understand and embody the organization's values, mission, and brand promise. By fostering alignment between internal stakeholders and the organization's strategic objectives, internal communication helps employees act as authentic brand ambassadors, projecting a consistent and positive image to external audiences. Moreover, transparent and timely communication strengthens trust, which is crucial during crises or when addressing reputation-sensitive issues. According to Kitchen and Daly (2002), strong internal communication is a cornerstone for maintaining a cohesive corporate identity and safeguarding an organization's reputation in the eyes of stakeholders. (Kitchen, P. J., & Daly, F. (2002). *An International Journal*, 7(1), 46-53.

2.11. Realistic Concepts on the Role of Internal Communication on Achieving Organizational Goals

Realistic concepts on the role of internal communication in achieving organizational goals emphasize its function as a strategic tool for aligning employees with the organization's vision, mission, and values. Effective internal communication ensures that all members of the organization have a clear understanding of their roles and responsibilities, how their work contributes to broader objectives, and the priorities set by leadership. Additionally, it fosters collaboration, addresses challenges in real time, and builds a culture of transparency and trust. According to Welch and Jackson (2007), internal communication serves as a bridge that connects individual performance to collective goals, ultimately driving organizational success by ensuring coherence and commitment across all levels. (Welch, M., & Jackson, P. R. (2007). *An International Journal*, 12(2), 177-198.

2.11.1 Ensuring Strategic Clarity

Internal communication plays a crucial role in ensuring strategic clarity by effectively translating high-level organizational strategies into actionable goals and tasks for employees. It bridges the gap between leadership's vision and the workforce's day-to-day activities,

ensuring that every team member understands the organization's direction and their role in achieving it. Clear and consistent messaging fosters alignment, reduces ambiguity, and enables employees to prioritize their efforts in line with organizational objectives. Additionally, two-way communication allows feedback from employees, ensuring that strategies are practical and resonate across all levels. This alignment not only enhances execution but also boosts employee engagement and accountability. (Barrett, D. J. (2002). *An International Journal*, 7(4), 219–231.

2.11.2 Building a Unified Culture

A strong internal communication strategy fosters a sense of shared purpose among employees. For instance, if a company emphasizes innovation as a core goal, internal communication can promote stories of successful innovations within the company, recognize employees who contribute innovative ideas, and create forums for sharing creative solutions. This builds a culture that supports the goal of innovation. (Welch, M., & Jackson, P. R. (2007). *An International Journal*, 12(2), 177–198.

2.11.3 Enhancing Employee Engagement and Ownership

Internal communication plays an important role in enhancing employee engagement and ownership by fostering a sense of inclusion, transparency, and alignment with organizational objectives. When employees are well-informed about the organization's goals, decisions, and challenges, they feel more connected and valued, which increases their commitment and willingness to take ownership of their roles. Moreover, two-way communication empowers employees to voice their ideas and concerns, creating a culture of trust and collaboration. According to Men and Bowen (2017), organizations with effective internal communication systems experience higher levels of employee engagement, as individuals are more likely to feel accountable and invested in the organization's success. Men, L. R., & Bowen, S. A. (2017). *Excellence in internal communication management*. Business Expert Press.

2.11.4. Supporting Continuous Feedback and Improvement

Internal communication plays an important role in supporting continuous feedback and improvement by establishing transparent and consistent channels for sharing insights, performance evaluations, and constructive suggestions. By facilitating open dialogue between employees and management, internal communication enables the identification of areas needing improvement and the implementation of timely solutions. It also encourages a

culture of learning and adaptability, where employees feel empowered to contribute ideas for enhancing processes and outcomes. According to Baker (2002), effective communication systems are essential for fostering a feedback-rich environment, as they promote continuous development and the refinement of both individual and organizational performance.

2.11.5. Promoting Accountability

Internal communication is essential for setting clear expectations and holding employees accountable for their contributions toward organizational goals. Regular performance reviews, updates on key performance indicators (KPIs), and clear communication of responsibilities ensure that everyone is aware of what is expected of them and how it ties into the organization's success. Internal communication plays a crucial role in promoting accountability within organizations by ensuring transparency, clarity, and alignment of responsibilities. When communication channels are open and effective, employees are better informed about their roles, expectations, and the consequences of their actions, fostering a culture of ownership and responsibility. Moreover, clear internal communication helps to establish trust by consistently sharing organizational goals, performance metrics, and feedback, which empowers employees to act with integrity and take responsibility for their contributions. This not only enhances individual accountability but also reinforces collective commitment to organizational success. (Men, L. R. (2014), 28(2), 264–284.

2.12. Model theories

2.12.1. Shannon and Weaver Communication Model

Introduced in 1949, the Shannon and Weaver model is a mathematical model of communication that conceptualizes the transmission of information as a linear and mechanistic process. It was initially designed to improve communication in technical fields, such as telecommunication, but has since been adapted for broader use in understanding human communication. The Shannon and Weaver model is important because it introduced the concept of noise as a factor that can distort communication. It also focused on ensuring clarity and efficiency, which is particularly crucial in technical fields, though it may oversimplify the complexities of human interaction. The model emphasizes the mechanics of communication, highlighting the importance of clear encoding, the selection of appropriate channels, and managing noise to ensure effective message delivery. Shannon and Weaver's model encourages companies to focus on message precision and reducing communication

noise, which is crucial for ensuring that important organizational goals, policies, and instructions are understood by all employees. (Shannon, C. E., & Weaver, W. (1949).

2.12.2. Klaus Krippendorff's Constructivist Model

Under this model, communication is rooted in the belief that communication is not just about the transmission of information but involves the active creation of meaning by individuals. It is part of the constructivist approach, which focuses on how humans interpret and construct reality through interaction. This model contrasts with linear models like Shannon and Weaver's, as it sees communication as a more complex, dynamic, and subjective process. Krippendorff's Constructivist Model emphasizes that communication is a dynamic, interactive, and subjective process. Rather than simply passing messages, individuals create and negotiate meanings based on their personal contexts and prior experiences. The model underscores that meaning is not inherent in messages but is constructed by communicators through social interaction. Krippendorff's model highlights the need for two-way communication in organizations, where employees can question, interpret, and negotiate the meaning of messages. This helps ensure that communication is aligned with individual and team perspectives, leading to more engaged and informed employees. (Krippendorff, K. (2009). .

2.12.3. Robert T. Craig's Constitutive Model of Communication

It presents communication as a process of constituting (or creating) meaning, rather than merely transmitting information. In contrast to earlier models that viewed communication as a linear process, Craig argues that communication is a constitutive process that shapes and defines social realities, identities, and relationships.

Craig's Constitutive Model defines communication as an active process that constitutes and shapes social realities. It views communication as more than the transmission of messages; it's a dynamic process of meaning-making that influences identities, relationships, and the world around us. Craig also introduces the idea of met discourse, where communication is discussed, analysed, and shaped through different theoretical traditions.

Craig's model shows that communication is not just a tool for delivering information but a means to build culture, align values, and shape the organization itself. Focusing on dialogic, collaborative communication helps create a shared sense of purpose and builds stronger relationships across teams.

By integrating these models, organizations can create more effective internal communication strategies that promote clarity, engagement, shared understanding, and a strong organizational culture.

"According to the definitions of various models, organizations benefit from applying the empirical forms of these models. The above statements highlight how internal communication plays a crucial role in aligning employees with organizational objectives and fostering a strong organizational culture."

The Schramm Model of Communication is widely recognized for emphasizing two-way communication. Unlike linear models that depict communication as a one-way transmission of messages, Schramm's model highlights the interactive process where the sender and receiver both encode, decode, and provide feedback. This model introduces the concept of shared fields of experience, meaning effective communication depends on common understanding between parties. The continuous exchange of feedback in Schramm's model fosters mutual understanding and adjustment, making it particularly relevant for organizational contexts where collaboration and dialogue are essential (Schramm, W. (1954). In W. Schramm (Ed.), *the Process and Effects of Communication* (pp. 3–26).

In the Ethiopian organizational context, internal communication is increasingly acknowledged as a strategic tool for enhancing employee engagement, performance, and alignment with institutional goals. However, many Ethiopian organizations, particularly in the public and financial sectors, still face challenges such as top-down communication patterns, limited feedback channels, and a lack of structured communication strategies. Studies have shown that while organizations may recognize the importance of internal communication, its practical implementation often remains informal and inconsistent. As a result, employees may feel disconnected from decision-making processes, leading to reduced motivation and productivity.

Nevertheless, some Ethiopian organizations are beginning to adopt more inclusive and structured internal communication systems. For instance, in their study on internal communication in Ethiopian public institutions, The study emphasized the need for two-way communication practices that promote openness, transparency, and participatory decision-making—elements critical for institutional effectiveness in Ethiopia's evolving organizational landscape. (Asres, A., & Asnake, A. (2020). 8(1), 1331–1340.

CHAPTER THREE

Methodology of the Study

3.1 Research Design

Mixed research, also known as mixed methods research, is a research approach that combines both quantitative and qualitative data collection and analysis within a single study. This design allows researchers to benefit from the strengths of both methods—quantitative data provides measurable and generalizable findings, while qualitative data offers deeper insight into experiences, attitudes, and contexts. By integrating these approaches, mixed research provides a more comprehensive understanding of the research problem than either method alone. It is especially valuable in complex social science studies where human behavior, perceptions, and organizational dynamics intersect. (Creswell, J. W., & Plano Clark, V. L. (2018). *Mixed Methods Research* (3rd ed.).

The significance of mixed research lies in its ability to bridge gaps between numbers and narratives. It helps validate quantitative results through qualitative exploration and vice versa. This approach enhances the credibility, depth, and usefulness of findings—especially in fields like organizational communication, where both employee perceptions and measurable outcomes (e.g., satisfaction levels, retention rates) matter. Mixed methods research is also well-suited to capturing the complexity of communication flows within organizations, as it allows researchers to explore not just what is happening, but why it is happening and how people interpret it. (Johnson, R. B., & On wuegbuzie, A. J. (2004). *Mixed methods research*: 33(7), 14–26.

In the context of “Internal Communication: A Key Teamster of Organizational Success – The Case of Bank of Abyssinia”, mixed methods research is particularly appropriate. Have collected quantitative data (e.g., survey responses measuring communication effectiveness and employee awareness) and qualitative data (e.g., open-ended responses or interviews exploring employee perceptions and communication gaps). This dual approach allows to triangulate the findings, giving a fuller picture of how internal communication contributes to organizational success in the Ethiopian banking context. It also enables highlight not only patterns and correlations but also the meanings behind them—an essential aspect when dealing with culturally embedded communication practices.(Tashakkori, A., & Teddlie, C. (2010). (2nd ed.).

The methodology of a study refers to the overall plan for how a research project is conducted. It essentially acts as a roadmap, outlining the steps taken to gather and analyze data to answer the research question. This study will utilize a mixed research approach, combining quantitative and qualitative data to gain an understanding of BoA's internal communication practice. It will use survey questionnaires to collect data and apply statistical analysis to examine different variables or factors present within the employees.

3.2 Sampling Technique and sample Size

Choosing the right sampling technique and sample size are crucial steps in any research project. A questionnaire will be sent to all permanent employees of the Bank, including those at the head office, districts, and branches. A random sampling method will be applied to ensure that every member of the population has an equal chance of being selected. The sample size will be determined to represent the population adequately. The sample size was determined using the following formula or published statistical tables:-

$$n = \frac{NZ^2 P (1 - P)}{d^2 (N - 1) + Z^2 P (1 - P)}$$

Where,

n = Sample size with finite population correction;

N = The Bank employee population size;

Z = Z statistics for a level of confidence;

P= Expected proportion (the response distribution);

d= Precision (the acceptable margin of error).

The survey considers the following assumptions:

The total number of BOA employees as of as of December 26, 2023, was 11,733. At a 95% confidence interval, Z (standard deviations away from the mean) is equal to 1.96; in most literature, P is mostly taken for unknown values as 0.5; d margin of error was taken at 3%.

Thus, based on these the sample size became:

$$11,700 * (1.96)^2 * 0.5(1-0.5)$$

$$N' = \frac{\quad}{\quad}$$

$$(0.030)^2 * (11,700 - 1) + (1.96)^2 * 0.5 (1 - 0.5)$$

Sample size = 978

Even if the sample size as per the above calculation considers 978 employees, but having 10 district offices and head office organs, we considers 10% of employees at respective districts and head office organs and accordingly the simple size of 1,173 will be randomly selected from the mentioned working units of the Bank. The employee data obtained from the Human Resource Department shows a total of 11,733 permanent employees until December 26, 2023.

The study covered most head office departments, all districts, and branches from all geographical directions. Accordingly, from a total of 1,173 samples considered for the study, 1,505 participated as respondents in this survey. Hence from the total of 1,733 respondents, additional respondents participated in the response even if the target sample size for the most of respective unit was below the expectation due to network and other related issues. Head office, Central district, West Addis district and branches under both district offices properly respond to our request and meet above expected sample threshold. The responses of districts and head office from the survey as details depicted below:

Table 3.1: Total number of samples from district and head office organs

Place of Assignment	No. of employees per respective working units	Minimum expected number of respondents (10% of the total population)	Actual number of respondents	Total number of respondents
Head Office	1,584	158	597	597
Adama District	718	72	62	62
Bahir Dar District	1,348	135	96	96
Central Addis District	1,304	130	203	203
Dessie District	791	79	75	75
Dire Dawa District	609	61	39	39
East Addis District	1,764	176	139	139
Hawassa District	846	85	58	58
Mekelle District	552	55	51	51
Jimma District	699	70	29	29
West Addis District	1,518	152	156	156
Total	11,733	1,173	1,505	1,505

Source: HRD and Survey Result

3.3. Data Collection Instruments

The study adopted a mixed-methods survey strategy that paired a structured questionnaire with semi-structured interviews to capture both the breadth and depth of employees’ experiences with internal communication. Questionnaires generated standardized, quantifiable data across a large cross-section of staff, enabling statistical examination of variables such as message flow, timeliness, and accessibility. Conversely, interviews provided the narrative context behind those numbers—allowing participants to clarify ambiguities, recount concrete success stories, and surface latent themes (e.g., informal “grapevine” channels) that closed-ended items can easily miss (Creswell & Plano Clark, 2018; Kvale & Brinkmann, 2021). When the two data streams are triangulated, the resulting evidence offers a more comprehensive explanation of how internal communication practices enable—or hinder—the achievement of organizational goals (Bryman, 2016).

The questionnaire itself was deliberately designed for readability and inclusivity, drawing on survey-design best practices to maximize response quality (Dillman, Smyth, & Christian, 2014). Items were grouped under clear constructs—content richness, information flow, reliability, timeliness, consistency, and perceived importance—and presented primarily on a five-point Likert scale to capture nuanced attitudes while still permitting robust statistical analysis.

Strategic use of both close-ended and open-ended prompts ensured that every employee cohort (by role, tenure, and department) could articulate distinctive communication experiences, while also allowing respondents to elaborate on emerging issues not anticipated by preset categories. This layered design supports a fine-grained assessment of whether internal messages reach the right people, at the right time, and in forms that genuinely facilitate alignment with corporate objectives. Creswell, J. W., & Plano Clark, V. L. (2018). Kvale, S., & Brinkmann, S. (2021).

3.4 Methods of Data Analysis

Descriptive statistics are a collection of summary measures that describe the key characteristics of a data set. They provide a high-level overview of the data without going into complex analysis. To attain the objectives of the survey, descriptive statistics are applied to describe, compare, and contrast the different employee segments to different characteristics internal communication factors and the channels of communication. Statistical software, namely SPSS Version 25 was used to analyze the data.

3.5 Reliability Test

In the context of research, a reliability test refers to a statistical procedure used to assess the consistency and dependability of a measurement tool. In our case Cronbach Alpha measures internal consistency or reliability of questionnaire used for testing consistency of responses and higher Cronbach Alpha indicates higher consistency. The general rule of thumb is that a Cronbach's alpha of 0.70 and above is good, 0.80 and above is better, and .90 and above is best. As shown in Table 3.3 below, the result of the Cronbach alpha of the overall internal communication turned out to be 0.973 and this result shows that it has exceeded the minimum good Cronbach alpha threshold revealing a strong internal consistency or reliability within the survey questions.

Table 3.3: Reliability Test

Case Processing Summary			Reliability Statistics	
Cases	N	%	Cronbach's Alpha	No. of Items
Valid	1505	100	.973	44
Excluded	0	0		
Total	1505	100.0		

CHAPTER FOUR

Data Analysis and Presentation

This part of the survey will include analysis and presentation of the data gathered from selected sample departments, districts, and branches using structured questionnaires in the form of a Likert scale. The analysis comprises the demographic background of respondents, level of internal communication factors, channels of communication and others. By effectively combining data analysis and presentation, we can transform raw data into knowledge that informs decisions, sparks discussion, and others.

4.1 Demographic Background of Respondents

4.1.1 Gender

Table 4.1 below shows the respondents' gender categories. The majority of respondents were found to be male 1026(68%) and the remaining 479(32%) are female.

Table 4.1 Gender Profile of Respondents

S/No.	Background	Distribution	Frequency	Percent
1	Gender	Female	479	32
2		Male	1026	68
Total			1505	100

4.1.2 Age

The distribution of respondents regarding the age was categorized into four and accordingly, the survey result is indicated in table 4.2, the majority of the respondents 763 (50.7%) were in the age group ranging from 21 to 30 and following 31 to 40 came in second place with a proportion of 475 (31.6%). Respondents within the age group of 41 to 50, and those with an age of 51 and above are 219 (14.6%), and 48(3.2%), respectively.

Table 4.2 Age Category of Respondents				
S/No.	Background	Distribution	Frequency	Percent
1	Age Group	21-30	763	50.7
2		31-40	475	31.6
3		41-50	219	14.6
4		>51	48	3.2
Total			1505	100

4.1.3 Academic Qualification

Looking at the academic qualification of the respondents, those who have BA Degree have the upper hand by 920 (61.1%). Respondents with academic qualifications of Masters and above were 542 (36%); while respondents with academic qualifications of Diploma and below Diploma were found to be 43(2.9%).

Table 4.3: Academic Qualification of respondents

S/No.	Background	Distribution	Frequency	Percent
1	Academic Qualification	Diploma and Below Diploma	43	2.9
2		Degree	920	61.1
3		Masters and Above	542	36.0
	Total		1505	100

4.1.4 Job Classification

Per the respondents job Category the survey result indicate, 5 (0.3%) of the respondents were directors, 287 (19.1%) of respondents were in a managerial position; 992 (65.9%) in clerical; 111 (7.4%) from non-clerical employees, and 110 (7.3%) of them are technical staff workers.

Table 4.4: Respondent's profile with Job Category

S/No.	Background	Distribution	Frequency	Percent
1	Job Qualification	Director	5	0.3
2		Manager	287	19.1
3		Clerical	992	65.9
4		Non Clerical	111	7.4
5		Others	110	7.3
	Total		1505	100

4.1.5 Profile of Respondents by Service Year

There are a few ways to measure a respondent's service year on a survey, depending on the desired level of detail and the format of our survey (online, paper, etc.). For the purpose of this survey we used category based and respondents were grouped into five categories by their tenure of service year at BoA. Accordingly, 130(8.6%) served in the Bank for 6 months to 1 year, 750(49.8%) have served the Bank for 1 up to 5 years, while respondents who have served the Bank for 5 to 10 years count at 316(21%). Respondents who have a service year of 11 up to 15 years took a share of 165(11%), and those respondents who have served the Bank for over 15 years took a share of 144(9.6%).

Table 4.5: Profile of Respondent's by service year

S/No.	Background	Distribution	Frequency	Percent
1	Service Year	6 Month up to 1 year	130	8.6
2		1 up to 5 years	750	49.8
3		5 up to 10 years	316	21.0
4		10 up to 15 years	165	11.0
5		Above 15 years	144	9.6
	Total		1505	100

4.2 Level of Internal Communication by Factors of Communication

Internal communication refers to the flow of information and messages within an organization, directed towards its employees. Effective internal communication is crucial for a healthy and productive work environment. By considering these factors, our Bank can establish a strong internal communication foundation. This promotes a more informed, engaged, and collaborative workforce, ultimately contributing to the Bank's success.

Table 4.6 below shows factors of communication that indicate the level of internal communication in the Bank. Accordingly, respondents expressed their perception on each of the internal communication factors and the overall internal communication level of the Bank is 79.45% in 2024. The detailed rate of each of internal communication factor is presented in the table below. In addition the overall satisfaction level of respondents' on internal communication of the bank becomes 83.19% which shows some deviations from the average score of overall internal communication factors. The overall satisfaction level of respondent with that of the average score of internal communication factors indicates some gaps.

4.2.1. Level of Internal Communication by Educational Level

With the collected data at hand cross tabulation was made between each of the internal communication factor categories and with that of the major respondents' profile basically, education level, place of assignment, job category and service year. Accordingly respondents' from the mentioned profiles reflected on the each of the internal communication factors. Let's have a look at the respondents' reflection on each of the internal communication factors one by one.

Respondents with the indicated educational backgrounds have various perceptions about the level of internal communication. Table 4.7 below illustrates that respondents at all education level gave a relatively low rate for information reliability, consistency of information, clarity of information and feedback management system and also a relatively higher rate of score was registered for content of information by the respondents at all educational levels. Conversely, the flow, reliability, timeliness, importance, and documentation system of information were rated better by the all respondents. In general by understanding these factors, the Bank can develop internal communication strategies that resonate with employees of all educational backgrounds which will fosters a more inclusive and engaged workforce, ultimately leading to better performance and collaboration.

Table 4.7: Level of Internal Communication by Education Status of Respondents

Internal Communication Measurement Factors	Respondents' Level of Education & Agreement Level					
	Diploma & Below Diploma		First Degree		Second Degree & Above	
	Agreed	Disagreed	Agreed	Disagreed	Agreed	Disagreed
1. Content of Information	83.72%	3.49%	89.75%	2.37%	89.45%	3.08%
2. Information Flow in work units	83.72%	4.36%	83.42%	5.12%	80.83%	6.99%
3. Overall information flow in the bank	83.14%	0.58%	87.53%	3.07%	84.09%	4.24%
4. Information Reliability	65.89%	20.16%	71.30%	17.25%	68.45%	17.47%
5. Consistency of Information	68.60%	6.98%	75.92%	6.63%	65.59%	9.41%
6. Clarity of Information	66.28%	13.37%	74.86%	9.57%	70.30%	10.33%
7. Timeliness of Information	77.67%	4.19%	80.13%	4.76%	74.28%	6.61%
8. Importance of Internal Communication for the Task	82.95%	1.55%	87.03%	2.97%	84.32%	2.77%
9. Documentation and Information Organization	90.70%	0.58%	88.83%	2.85%	83.21%	4.61%
10. Feedback Management System	74.42%	1.74%	73.78%	7.88%	64.81%	9.92%
11. Overall satisfaction level of respondents on the internal communication system of the bank	83.72%	0.00%	85.11%	3.91%	79.89%	3.87%

4.2.2 Level of Internal Communication by Job Category

The job category can be one of the variables that affect the level of communication in an organization. Table 4.8 below, shows that the summarized survey result that relate the job categories of employees with that of the internal communication factors. Accordingly employees categorized under the director level (even if the number of respondents is small) have rated the highest for the Flow (100%), consistency, documentation and feedback factors of communication (90% for each) and slightly lower ratings as compared to the other factors (from 85% to 88%) have been observed for reliability, clarity, timeliness and importance of factors of communication.

Employees categorized under the managerial level have expressed a better agreement level regarding the content (93.73%), flow (87.50%), importance (89.90) and documentation (87.54%) and lower level of agreement was registered for consistency, clarity (73.00% for each), reliability (70.96% and timeliness (79.02%). The mentioned higher agreement level for the managerial and director on some the internal communication factors shows most of the employees under this category as effective communication is crucial for this category of employees to delegate tasks, provide feedback, and motivate teams. They need to communicate clearly with superiors, subordinates, and clients. lower level ratings (68% to 80%) are forwarded from clerical, non-clerical and other employees regarding reliability, consistency, clarity, timeliness and importance. Better agreement was registered for documentation and organization of information for these categories of employees. Overall, understanding how communication needs differ among job categories can help businesses improve their communication strategies, fostering a more collaborative and productive work environment.

4.2.3 Internal Communication Level by Place of Assignment

There can be significant variations in internal communication levels depending on an employee's place of assignment. While reviewing the survey result by the respondents' place of assignment; most of the respondents' from head office, districts and branches gave a lower rating ranging from 65% to 80% for internal communication factors like, reliability, consistency, clarity, timeliness and feedback of internal communication factors. Mekelle and Jimma districts have better rating on all the mention internal communication factors as compared to the remaining working units. Generally looking the internal communication factors rating against place of assignment of employees' relatively better result was registered among all the place of assignment for content, flow, importance and documentation and information organization. Also, a lower rating of 77.88% is noted on the overall information flow by respondents from Hawassa District. The details of the remaining figures regarding each of the respondents' place of assignment and the survey ratings will be indicated in the table 4.9 below.

Internal Communication Measurement Factors	Head Office	Adama	B.dar			Central Addis		Dessie		D.Dewa		East Addis		Hawassa		Jimaa			Mekelle		West Addis	
	Agree %	Disagree %	Agree %	Disagree %	Agree %	Disagree %	Agree %	Disagree %	Disagree %	Agree %	Disagree %	Disagree %	Agree %	Disagree %	Disagree %	Agree %	Disagree %	Disagree %	Agree %	Disagree %	Disagree %	Disagree %
Content of Information	86.80	3.24	93.55	2.15	89.41	3.47	91.22	1.81	91.78	1.11	94.02	1.28	92.21	2.04	88.51	3.16	93.10	4.02	94.44	0.98	89.21	2.99
Information Flow in work units	80.19	6.80	87.70	3.23	80.00	5.99	86.70	5.48	84.00	7.00	90.38	3.21	84.08	4.05	80.17	6.03	90.95	3.45	87.99	1.72	78.69	6.33
Overall information flow in the bank	83.67	3.64	90.32	4.03	85.60	2.60	89.53	2.46	88.00	4.00	89.03	2.70	89.03	2.70	81.47	6.47	93.97	3.45	88.73	0.98	85.26	3.85
Information Reliability	66.55	19.71	76.34	12.37	73.96	17.36	71.59	16.75	70.67	19.11	75.21	13.68	71.22	17.99	72.99	13.22	82.76	9.20	70.59	18.30	70.94	13.89
Consistency of Information	65.33	8.63	82.26	4.84	78.65	5.73	75.12	6.40	74.00	10.00	79.49	8.97	74.82	7.91	69.83	11.21	89.66	6.90	75.49	1.96	76.28	6.73
Clarity of Information	70.27	11.81	75.40	9.27	73.96	11.20	72.41	11.20	74.33	12.67	73.08	10.26	74.10	7.91	76.29	7.33	81.90	6.90	84.31	5.88	74.20	8.33
Timeliness of Information	75.95	5.66	80.32	6.45	77.29	8.96	77.64	4.43	82.40	3.47	83.08	4.10	78.13	5.47	74.83	6.90	90.34	4.83	84.71	2.75	78.59	4.74
Importance of Internal Communication for the Task	82.80	2.62	93.55	2.15	88.89	3.82	87.52	3.28	92.00	4.00	87.18	0.85	86.33	3.12	85.06	4.60	89.66	3.45	95.42	0.00	83.97	2.78
Documentation and Information Organization	86.64	3.43	91.94	2.82	88.28	4.69	86.82	2.96	89.00	3.00	90.38	2.56	84.35	4.86	82.76	3.88	94.83	3.45	91.18	0.00	83.81	3.53
Feedback Management System	66.42	9.34	75.81	4.44	72.66	12.76	72.54	7.14	76.33	7.00	73.08	5.13	71.40	10.07	74.57	10.78	88.79	3.45	77.45	3.43	69.23	7.37
Overall satisfaction level of respondents on the internal communication system of the bank	81.07	3.35	85.48	3.23	81.25	5.21	84.24	2.96	89.33	4.00	87.18	2.56	83.45	3.60	77.59	12.07	96.55	3.45	92.16	0.00	82.69	4.49

4.2.4 Internal Communication Level by Service Year

There's a strong connection between internal communication needs and an employee's service years. Table 4.10 below shows the association of respondents' work experience in BoA with their level of Internal Communication factors. Accordingly, employees under service years between "6 months to 1" year have a better agreement level on all internal communication factors except the agreement level is lower for reliability (75.13%), clarity (77.50%) and feedback (79.62). Higher agreement is registered for content (93.72%) in this category of respondents. Alike, consistent ratings persist on employees in the other service year category; however, the rate given for information consistency, reliability, clarity and feedback show a slightly decreasing trend when the service year of employees increased.

Information content in the Bank has consistent ratings among the under-cited five service year groups, which are about 88% in each service year category and only it becomes higher (93.72%) for those respondents' with service year 6 month to one year. In general comparing the internal communication level with the respondents' service year better agreement result was registered for content, flow, importance and documentation and organization of information among all the respondents' categories.

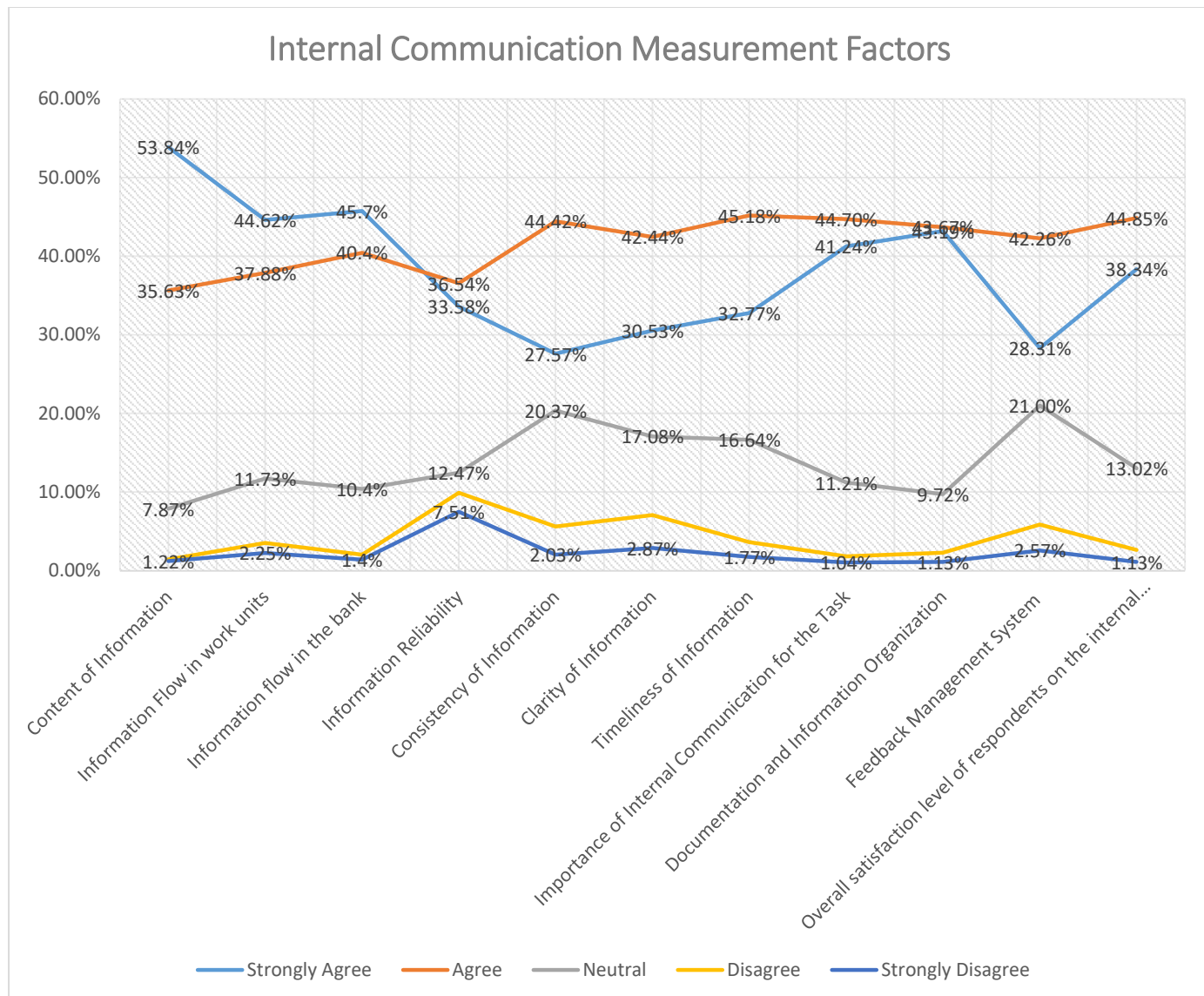
4.3 Overall Survey Result of Internal Communication Measurement Factors Measurement is an ongoing process which is regularly assess our communication efforts using these factors and adjust strategies to continuously improve the flow of information and create a more engaged and productive workforce. Organizational communication establishes a pattern of formal communication channels to carry information vertically and horizontally. Information is passed upward from employees to supervisors and laterally to adjacent departments. Instructions relating to the performance of the department and policies for conducting business are conveyed downward from supervisors to employees. The organization carries information from within the department back up to top management. Management furnishes information about how things are going, notifies the supervisor of what the problems are, and provides requests for clarification and help. Supervisors, in turn, keep their employees informed and render assistance. To this stance, respondents' opinions are examined with systematically designed standard measuring questions categorized under eleven (11) major categories. The agreement level of the respondents' on each of the major internal communication factors are shown in the table 4.11 below and the result is analyzed one by one with graph showing the major internal communication measurement factors with agreement level of respondents'.

Table 4.11: Over all Internal Communication Measurement Factors

S No.	Internal Communication Measurement Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Content of Information	53.84%	35.63%	7.87%	1.44%	1.22%
2	Information Flow in work units	44.62%	37.88%	11.73%	3.52%	2.25%
3	Information flow in the bank	45.73%	40.43%	10.42%	2.03%	1.40%
4	Information Reliability	33.58%	36.54%	12.47%	9.90%	7.51%
5	Consistency of Information	27.57%	44.42%	20.37%	5.61%	2.03%
6	Clarity of Information	30.53%	42.44%	17.08%	7.08%	2.87%
7	Timeliness of Information	32.77%	45.18%	16.64%	3.64%	1.77%
8	Importance of Internal Communication for the Task	41.24%	44.70%	11.21%	1.82%	1.04%
9	Documentation and Information Organization	43.19%	43.67%	9.72%	2.29%	1.13%
10	Feedback Management System	28.31%	42.26%	21.00%	5.86%	2.57%
11	Overall satisfaction level of respondents on the internal communication system of the bank	38.34%	44.85%	13.02%	2.66%	1.13%

Graphical the survey result was analyzed in the following graph with list of major internal communication measurement factors and the agreement level of respondents.

Graph 4. A. Individual’s Response to Internal Communication Measurement Factors



The respondents’ agreement and disagreement level on each of the internal communication measurement factors as shown the graph above was analyzed in the following way. For the ease of simplicity we consider only the agreement and disagreement level of the respondents with summation of the two categories of agreement and disagreement.

To begin with the information content 89.47% of the respondents “Agreed” that the information interchange has a good content, whereas 2.66% “disagreed”. This overall 89.47% agreement level displays that the amount of information conveyed in the Bank contained much useful information to perform the overall daily operation in the Bank.

Regarding information flow across work units and throughout the Bank 82.50% and 5.77% of respondents also expressed “Agreement” and “disagreement” about the level of information flow in their work units, respectively. Besides the for information flow throughout the Bank rated 86.16% and 3.42% of the respondents show their level of agreement and disagreement respectively.

In measuring the reliability of information in BoA, respondents are asked to evaluate whether or not they are justified in maintaining belief about certain information, and to what degree this belief can be maintained. Accordingly, 70.12% of the respondents “agreed” that the information in the bank is reliable and another 17.41% of the respondents have a disagreement on information reliability.

Information clarity refers to how easy it is for someone to understand a piece of information. It's about presenting information in a way that is clear, concise, accurate, and appropriate for the intended audience. In this regard, employees are asked to forward their agreement level by measuring the clarity, completeness, ambiguity, and understandability of the internal information; 72.97% and 9.95% of the respondents expressed their agreement and disagreement respectively.

Information is vital in our world, shaping everything from individual decisions to global advancements. In this regard respondents are questioned about the importance of information for their duties ahead and 85.84% of them agreed on the importance of information, 2.86% of them disagree on the same issue.

Information consistency refers to the quality of information being uniform, accurate, and aligned across various sources within a system or organization. It ensures that the same information is presented in the same way throughout, avoiding confusion and promoting trust in the data. Based on the mentioned truth on information consistency 71.99% of the respondents agreed on the issue and 7.46% of them disagree on the information consistency in our Bank.

In today's fast-paced world, the timeliness of information is crucial. It refers to how current and up-to-date information. In this regard 77.95% and 5.41% of the respondents agreed and disagreed respectively on the timeliness of information in our Bank.

Effective documentation and information organization are fundamental aspects of any successful organization or individual knowledge base. They ensure clarity, accessibility, and efficiency in how information is captured, stored, retrieved, and used. In this regard 86.86% and 3.42% of the respondents agreed and disagreed respectively on the mentioned internal communication factor.

An information feedback management system (IFMS) is a framework that helps organizations collect, analyze, and act upon feedback on the information they provide to users. It's essentially a two-way street for information exchange, ensuring the information provided is useful, accurate, and meets user needs. Respondents react on this issue with 70.56% and 8.44% agreement and disagreement level respectively.

In general the average “Agreement”; “Agreement Level and Disagreement Level” of the above ten (10) major internal communication tools are compared with the question designed to measure the overall satisfaction level of respondents on the internal communication system of the Bank. Consequently, the average result of the ten measuring tools is 79.45% agreement level, 6.70% disagreement level. Subsequently, the overall satisfaction level of respondents on the internal communication system of the bank is 83.19% agreement level, 3.79% disagreement level. Hence, the result shows that there is a smaller gap (about 4%) between the result and this ensures that the overall responses of the respondents are fairly revealed for each measuring tool of the internal communication system.

Reviewing the disagreement level of respondents, as shown in graph 4.a above; a relatively higher “disagreement level” is observed in the reliability (17.41%). In addition clarity and feedback management system of the internal communication which is rated 9.95% and 8.44%, respectively. Accordingly lower agreement level was registered for the mentioned internal communication measurement factors. To improve the lower agreement level on the feedback management of the Bank By implementing an information feedback management system, which can create a dynamic information ecosystem that continuously improves based on user input. This fosters a culture of knowledge sharing and ensures the information provided is valuable, relevant, and drives user success.

4.4 Survey Result of Individual Communication Measurement Factors

Internal communication is the backbone of any organization. It is how employees stay informed, engaged, and aligned with the company goals. The details of internal communication factors with each of the items and individual level agreement of the respondents' is indicated in the table 4.12 below. For easy of simplicity we deal only with the agreement and disagreement of respondents' on each of the items under the general categories of internal communication factors.

4.4.1. Content of Information

Respondents' were asked about each of the items mentioned under the content of information and they expressed their agreement and disagreement level as 97.74%, 90.37%, 88.84%, 82.39%, 82.39%, 93.49 and 1.20%, 2.52%, 2.52%, 3.46%, 3.46%, 2.13% respectively as per the order indicated in the table. In this regard higher agreement level was registered for the item of the internal communication which questioned employees' whether they are well informed about the bank's Mission, Vision, and Values. At the same time lower agreement was registered (82.39%) for two items under the content of information category (receiving the latest information regarding new services and procedures and the availability of the policy and procedure manual of their work units).

4.4.2 Information Flow in Work Units

Effective information flow is the lifeblood of any well-functioning work unit. It's the major element that keeps the gears turning, ensuring everyone is on the same page and working towards a common goal. Respondents are asked whether they receive the important and latest information from their supervisor and also to rate their agreement level on the about eight internal communication items under the category of information flow in the work units. The details of the respondents' ratings are listed in the table 4.13 below. Accordingly 88.50%, 87.04%, 81.99%, 82.66%, 93.49%, 80.07%, 66.25%, and 80.00 of the respondents are respectively agreed, 3.46%, 3.85%, 6.64%, 6.51%, 1.99%, 7.04%, 12.23% and 4.45% respectively disagree per the mentioned order in the table. Very lower agreement level (66.25%) was registered for the item the bank usually made participatory meetings and higher disagreement (12.23%) was registered for the same item.

Table 4.13: Individual Level of Agreement on Information Flow in Work Units

2. Information Flow in work units		Strongly Dis.	Disagree	Neutral	Agree	Strongly Agree
I received important information from my immediate supervisor	Count	23	29	121	587	745
	Table N %	1.53	1.93	8.04	39.00	49.50
My immediate supervisor always provides the latest information to employees	Count	20	38	137	576	734
	Table N %	1.33	2.52	9.10	38.27	48.77
My immediate supervisor accepts new ideas from employees	Count	40	60	171	578	656
	Table N %	2.66	3.99	11.36	38.41	43.59
My immediate supervisor is ready to hear new ideas coming from employees under him	Count	50	48	163	527	717
	Table N %	3.32	3.19	10.83	35.02	47.64
We exchange information on important issues in our work unit	Count	18	12	68	511	896
	Table N %	1.20	0.80	4.52	33.95	59.53
We usually made participatory meetings in our work-units	Count	37	69	194	563	642
	Table N %	2.46	4.58	12.89	37.41	42.66
The bank usually made participatory meetings	Count	63	121	324	552	445
	Table N %	4.19	8.04	21.53	36.68	29.57
I can easily get information from the relevant source	Count	20	47	234	667	537
	Table N %	1.33	3.12	15.55	44.32	35.68

4.4.3 Information Flow in the Bank

Information flow is the way information travels within a company. This includes communication between people, departments, and even computer systems. It encompasses everything from emails and meetings to project management software and internal databases. In this regard individual level of agreement and disagreement on the items under the information flow in the bank category were 81.26%, 95.22%, 82.99%, 85.18% and 3.92%, 1.95%, 5.05%, 3.12% respectively on the items per the order mentioned in the table 4.14.

Table 4.14: Individual Level of Agreement on Information Flow in the Bank

3. Overall information flow in the bank		Strongly Dis.	Disagree	Neutral	Agree	Strongly Agree
I can easily get information regarding our bank at any time	Count	17	42	223	669	554
	Table N %	1.13	2.79	14.82	44.45	36.81
I understand that my duties have contribution for the vision of the bank	Count	15	9	48	469	964
	Table N %	1.00	0.60	3.19	31.16	64.05
My immediate supervisor informs me regarding major activities and performance of the bank	Count	32	44	180	619	630
	Table N %	2.13	2.92	11.96	41.13	41.86
Our Bank exerts continuous effort to improve the internal communication endeavour	Count	20	27	176	677	605
	Table N %	1.33	1.79	11.69	44.98	40.20

4.4.4 Information Reliability

Information reliability evaluates whether or not employees justify maintaining a belief about certain information, and to what degree this belief can be maintained. To evaluate BoA’s reliability of internal communication information, respondents are asked to forward their agreement level on whether the information they are receiving is reliable and relevant. Therefore, 90.10% of the respondents agreed that the information they received is reliable whereas 2.66% of them disagreed.

Regarding the relevance of information, 84.98% of respondents agreed that they usually receive relevant information, while 3.39% disagreed on the item.

Measuring the frequency of receiving unreliable information from colleagues, 46.18% confirmed that they are not receiving unreliable information, 35.28% agreed that they are receiving unreliable information from colleagues.

Table 4.15: Individual Level of Agreement on Information Reliability

4. Information Reliability		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information I usually receive is reliable	Count	14	26	109	666	690
	Table N %	0.93	1.73	7.24	44.25	45.85
There are a number of times I receive unreliable information from my colleagues	Count	312	383	279	293	238
	Table N %	20.73	25.45	18.54	19.47	15.81
The information sent to me is relevant to me	Count	13	38	175	691	588
	Table N %	0.86	2.52	11.63	45.91	39.07

4.4.5 Consistency of Information

Consistency of information is definitely crucial when evaluating information reliability. Consistency in communication requires teamwork, focus, and discipline. Reviewing the respondents’ view on these items to rate their level of agreement on the consistency of information they are receiving from different work units, 69.90% of them have agreed, but 7.91% disagreed. In addition respondents asked about information flow in the Bank are designed and executed in ways of ensuring common understanding among employees so that 74.09% of the respondents forwarded their agreement, whilst 7.38% disagreed.

Table 4.16: Individual Level of Agreement on Consistency of Information

5. Consistency of Information		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Information disseminated from different work units are consistent	Count	28	91	334	693	359
	Table N %	1.86	6.05	22.19	46.05	23.85
Information flow in our bank ensures common understanding among employees	Count	33	78	279	644	471
	Table N %	2.19	5.18	18.54	42.79	31.30

Source: Survey result

4.4.6 Clarity of Information

Clarity means getting the meaning of messages accurately from the head of the sender into the head of the receiver. Clarity of information is fundamental to smooth information flow within work units. In this regard respondents asked on each of the items under clarity of information and accordingly 77.67%, 45.58%, 90.76%, 77.87% and 4.39%, 26.25%, 2.13%, 7.04% agreed and disagreed respectively in the items per the mentioned order.

Table 4.17: Individual Level of Agreement on Clarity of Information

6. Clarity of Information		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I get complete and clear information periodically	Count	17	49	270	711	458
	Table N %	1.13	3.26	17.94	47.24	30.43
Sometimes I receive ambiguous information	Count	111	284	424	463	223
	Table N %	7.38	18.87	28.17	30.76	14.82
I do well understand information coming from higher officials of the bank	Count	12	20	107	677	689
	Table N %	0.80	1.33	7.11	44.98	45.78
Performance reports of the bank are sent periodically	Count	33	73	227	704	468
	Table N %	2.19	4.85	15.08	46.78	31.10

4.4.7 Timeliness of Information

Timeliness of information is another crucial aspect of effective information flow within work units. Outdated information can lead to poor choices and timely updates ensure everyone has the latest data to make informed decisions. Respondents were asked about each of the five items under this category of internal communication factor. So 78.14%, 81.53%, 79.00%, 82.00%, 68.77% agreed and 5.98%, 4.25%, 4.72%, 4.45%, 7.64% disagreed on each of the items respectively. By prioritizing timeliness, work units can be proactive instead of reactive. They can anticipate challenges, make adjustments quickly, and seize opportunities as they arise.

Table 4.18: Individual Level of Agreement on Timeliness of Information

7. Timeliness of Information		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I get directives coming from senior officials of the bank timely	Count	19	71	239	682	494
	Table N %	1.26	4.72	15.88	45.32	32.82
I received important information helpful to carry out my task periodically	Count	16	48	214	711	516
	Table N %	1.06	3.19	14.22	47.24	34.29
I can easily obtain information regarding various activities and performance of the bank	Count	27	44	245	679	510
	Table N %	1.79	2.92	16.28	45.12	33.89
Performance reports are sent periodically	Count	24	43	199	678	561
	Table N %	1.59	2.86	13.22	45.05	37.28
Prompt response is given to information requests coming from various work units	Count	47	68	355	650	385
	Table N %	3.12	4.52	23.59	43.19	25.58

4.4.8 Importance of Internal Communication for the Task

Clear communication ensures everyone involved in the task understands the goals, objectives, and their individual roles and this reduces confusion and rework caused by misunderstandings. Effective communication facilitates collaboration between team members. Information flows smoothly, allowing team members to share updates, ask questions, and provide support to each other. Accordingly employees are asked to rate the positive impact of each of the items under the importance of internal communication for the task on their level of performance, thus 90.7% of the respondents have agreed, 3.2% disagreed and 6.1% respectively. Better agreement level was registered on all the items under the importance of internal communication and this indicates information have a positive impact on the task of employees.

Table 4.19: Individual Level of Agreement on importance of Internal Communication

8. Importance of Internal Communication for the Task		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Organizational internal communication has positively influenced employees' performance	Count	22	34	177	672	600
	Table N %	1.46	2.26	11.76	44.65	39.87
Our work units information management is organized in a way to be retrieved	Count	12	25	178	691	599
	Table N %	0.80	1.66	11.83	45.91	39.80
Internal communication has brought about efficiency	Count	13	23	151	655	663
	Table N %	0.86	1.53	10.03	43.52	44.05

4.4.8 Documentation and Information Organization

Well-organized documentation serves as a central repository for all task-related information, readily accessible to everyone on the team. Clear documentation reduces the need for repetitive explanations and saves time. Team members can refer to the documentation to refresh their memory or get up to speed on a task. So regarding these vital elements of documentation and information organization, respondents put their agreement level as follows:

87.11% of the respondents have agreed that there is a technologically supported information organization system in the bank, 3.46% disagreed.

Regarding the easy retrieval of information found in each work unit, 84.39% agreed that the data/information organized in their work unit is easy for retrieval, 4.32% disagreed.

Reviewing respondents' agreement level on the confidentiality of information among work units 87.38% of them agreed on the issue and 2.92% disagree.

88.57% of the respondents have agreed that there is a commonly applied system of information management to make information data ready and easy for retrieval. While 2.99% of them expressed their disagreement.

By investing in robust documentation and information organization, work units can foster a more efficient and collaborative work environment. Team members can find the information they need quickly, stay on the same page, and ultimately achieve better results.

Table 4.20: Individual Level of Agreement on Documentation and Information Organization System

8. Documentation and Information Organization	Strongly Disagree	Dis-agree	Neutral	Agree	Strongly Agree
There is a technologically supported information organizational system in our bank	15	37	142	638	673
	1.00	2.46	9.44	42.39	44.72
Our work units information documentation and organization are easy for retrieval	22	43	170	718	552
	1.46	2.86	11.30	47.71	36.68
The information organization and documentation of our work-units is confidential	18	26	146	636	679
	1.20	1.73	9.70	42.26	45.12
There is a commonly applied system that enables me to organize information and make it ready for easy retrieval	13	32	127	637	696
	0.86	2.13	8.44	42.33	46.25

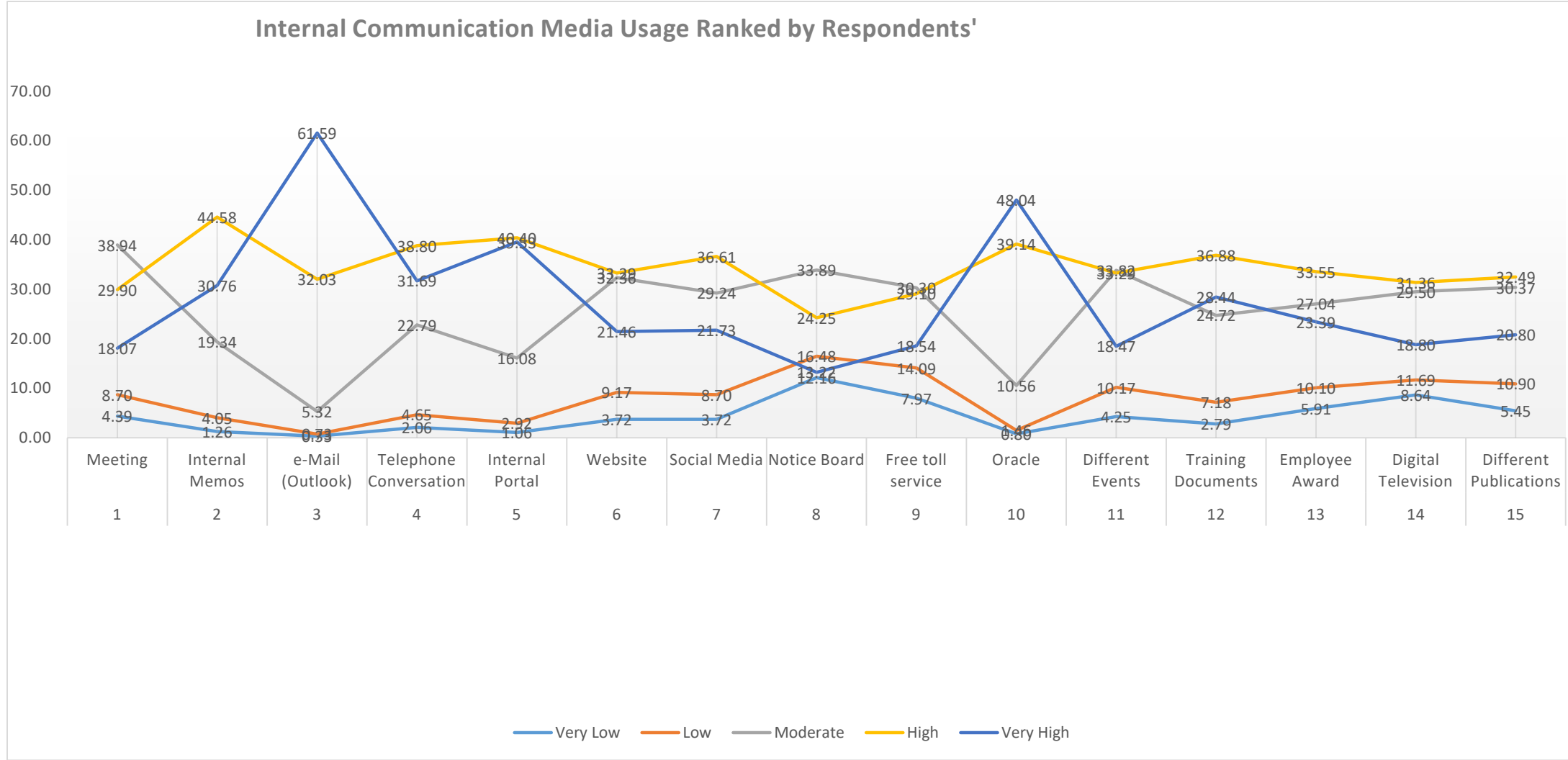
4.4.9 Feedback Management

Information feedback management should be a two-way street. Not only should team members provide feedback on information received, but managers should also communicate how the feedback is being used to improve communication practices. Reviewing each of the internal communication factors under this category 69.37%, 64.19%, 76.48%, 72.23% and 10.90%, 7.90%, 6.91%, 6.25% of the respondents agreed and disagreed respectively on the issues in the way shown in the table. From the mentioned figures of agreement level we can understand that feedback management system of the Bank registered lower agreement level as compared to other internal communication factors of the bank. Information feedback management is an ongoing process. Regularly collect feedback and make adjustments as needed to ensure information communication remains effective. By implementing a system for information feedback management, work units can create a communication culture that is transparent, efficient, and ultimately contributes to better decision-making and improved feedback management performance.

Table 4.21: Individual Level of Agreement on the Feedback Management System

10. Feedback Management		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Have you been given a chance to forward your personal opinion regarding the content of information disseminated in the bank	Count	49	115	297	617	427
	Table N %	3.26	7.64	19.73	41.00	28.37
Feedback coming from employees is properly implemented	Count	56	90	393	615	351
	Table N %	3.72	5.98	26.11	40.86	23.32
Your immediate supervisor gives you a chance to forward your opinion on the information exchanging system of the work units.	Count	27	77	250	642	509
	Table N %	1.79	5.12	16.61	42.66	33.82
Improvements are made to the internal communications of the bank based on your feedback	Count	23	71	324	670	417
	Table N %	1.53	4.72	21.53	44.52	27.71

Graph 4.b. Respondents' Level of Preference in Internal Communication Media



Source:

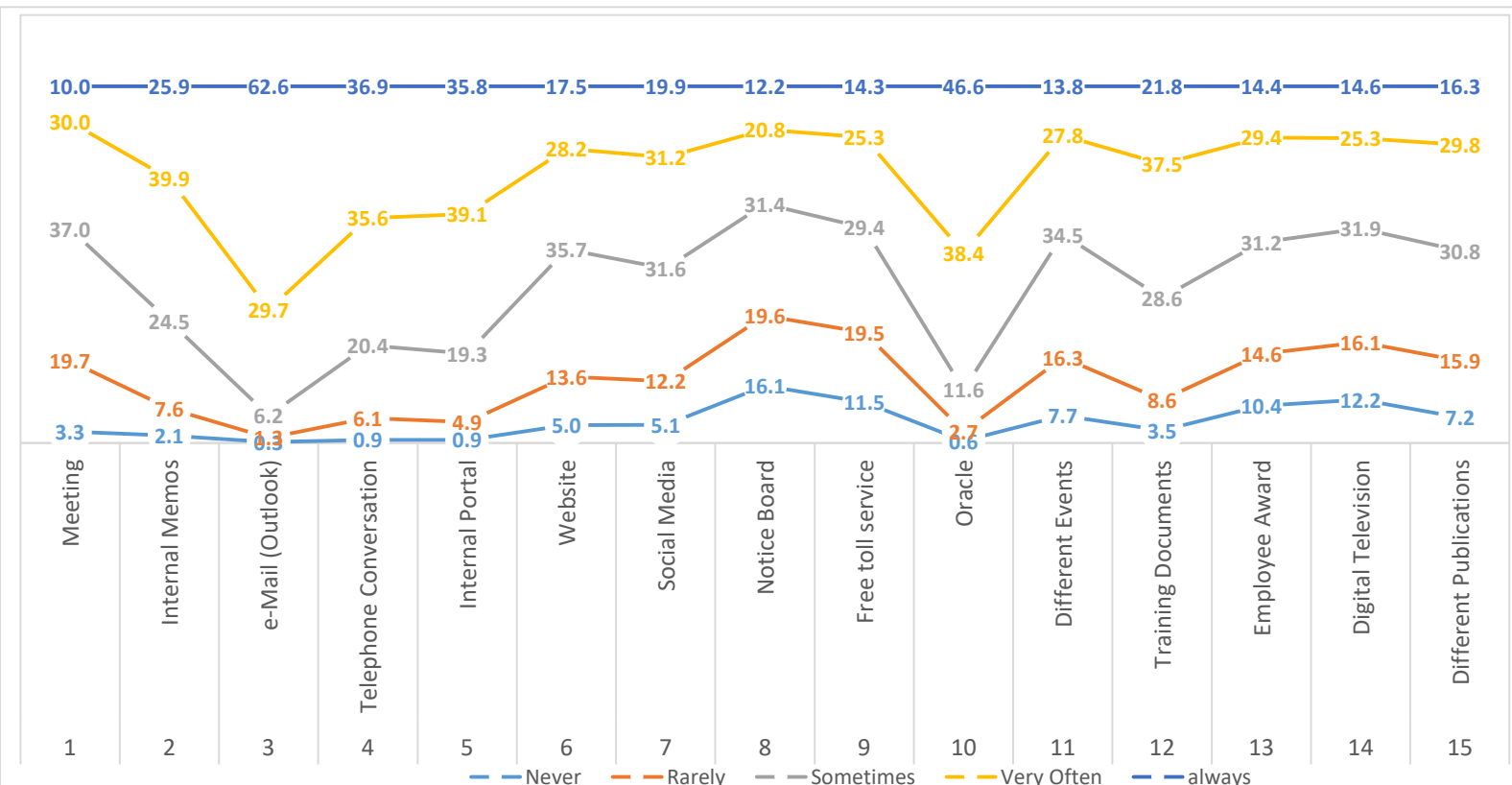
Survey

result

4.6. Respondents' Ratings on Frequency of Usage on Internal Communication Media

Respondents are asked to rate the internal communication media availed by BoA. As stated in Graph 4.c below, a relatively high frequency of usage is observed in the e-mail (outlook), oracle, telephone conversations, and Internal portal where 62.6%, 46.6%, 36.9%, and 35.8% of the users as confirmed among the other fourteen internal communication tools used by BoA.

Graph 4.c Internal Communication Media Frequency of usage



4.7 Bank's Code of Conduct and Collective Agreements

4.7.1 Awareness Level on Collective Agreement of BoA

Measuring the employees' awareness level on the collective agreement, it is revealed that 93.04% of the respondents have the expected awareness. The awareness level is also further analyzed by place of assignment and found that Mekelle district has secured a 100%. Employees of other working units of the bank, Head Office, Districts and branches shows their level of understanding about the availability of the collective agreement as shown in table 4.22 below, an average awareness level of 87.1% is registered by employees of Adama

district which is lower as compared the other working units of the Bank. In general better result was registered in the current years' survey with keeping the importance of awareness creation in the future.

Table 2.22: BoA's collective agreement level of awareness by place of assignment.

Place of Assignment and Level of Awareness on BoA Collective Agreement			4.5 Do you know there exist a collective agreement document in the bank	
			Yes	No
Place of Assignment	Head Office	Count	570	27
		% within Place of Assignment	95.5%	4.5%
	Adama District	Count	54	8
		% within Place of Assignment	87.1%	12.9%
	Bahir Dar District	Count	87	9
		% within Place of Assignment	90.6%	9.4%
	Central Addis District	Count	182	21
		% within Place of Assignment	89.7%	10.3%
	Dessie District	Count	71	4
		% within Place of Assignment	94.7%	5.3%
	Dire Dawa District	Count	37	2
		% within Place of Assignment	94.9%	5.1%
	East Addis District	Count	131	8
		% within Place of Assignment	94.2%	5.8%
	Hawassa District	Count	54	4
		% within Place of Assignment	93.1%	6.9%
	Jimma District	Count	28	1
		% within Place of Assignment	96.6%	3.4%
	Mekelle District	Count	51	0
		% within Place of Assignment	100.0%	0.0%
	West Addis District	Count	136	20
		% within Place of Assignment	87.2%	12.8%
	Total	Count	1401	104
		% of Total	93.04%	6.96%

4.7.2 Awareness Level on Code of Conduct of BoA

It is well understood that BoA has a well-written code of conduct that clarifies the bank's values and principles which linked them with standards of professional conduct. With this into consideration, respondents are asked whether they are well informed about the bank's code of conduct. Accordingly, on average 96.1% of respondents confirmed that they are well informed about the bank's code of conduct. Reviewing the level of awareness for the bank's code of conduct by place of assignment, awareness level has been registered in all target groups which are above 93% as stated in table 4.25 below.

Table 4.23: Employees' level of awareness of BoA's code of conduct by place of assignment

Place of Assignment and Level of Awareness on BoA Code of Conduct			4.6 Are you well informed about the code of conduct	
			Yes	No
Place of Assignment	Head office	Count	565	32
		% within Code of Conduct	94.6%	5.4%
	Adama District	Count	59	3
		% within Code of Conduct	95.2%	4.8%
	Bahir Dar District	Count	90	6
		% within Code of Conduct	93.8%	6.3%
	Central District	Count	193	10
		% within Code of Conduct	95.1%	4.9%
	Dessie District	Count	72	3
		% within Code of Conduct	96.0%	4.0%
	Dire Dawa District	Count	38	1
		% within Code of Conduct	97.4%	2.6%
	East Addis District	Count	132	7
		% within Code of Conduct	95.0%	5.0%
	Hawassa District	Count	54	4
		% within Code of Conduct	93.1%	6.9%
	Jimma District	Count	29	0
		% within Code of Conduct	100.0%	0.0%
	Mekelle District	Count	51	0
		% within Code of Conduct	100.0%	0.0%
West Addis District	Count	151	5	
	% within Code of Conduct	96.8%	3.2%	
Total	Count	1434	71	
	% within Code of Conduct	96.1%	3.9%	

4.8. Respondents' Level of Preference to Obtain Information

Employee preferences for obtaining information can vary depending on several factors, such as age, learning style, urgency of need, task complexity and others. By understanding employee preferences and offering a variety of information access points, we can improve knowledge retention, boost employee productivity, and foster a culture of continuous learning within our Bank. Accordingly respondents are asked to prioritize their preference for information in the internal communication system of the bank. From the list of general information categories, respondents' priority is to obtain Procedure related, general bank related and BoA service related information's with their top 3 priorities. Information about "HR related" is their last level of choice" and this ensures that the content of the "Oracle" system is self-sufficient by itself as it is automatically generating such reports from the system. The detail of the survey findings regarding the respondents' level of preference to obtain information are indicated in the table 4.24 below.

Table 4.24: Respondents' Level of Preference to Obtain Information

S/No.	Background	Items	Responses	
			Frequency	Percent
1	Level of Preference to Obtain Information	BoA Service	1312	18.8%
2		Corporate Strategy	1078	15.5%
3		Bank Service	1178	16.9%
4		HR Related	956	13.7%
5		Benefit Related	975	14.0%
6		procedure related	1342	19.2%
7		others	132	1.9%

4.9. Additional Comments forwarded from Respondents

Respondents answered for open ended questions and thus some of their opinions are listed and summarized below:

Most respondents suggested that there is no clear information about the credit procedure of the bank to clarify the credit policy and procedure of BoA to customers. In addition some respondents complain about the current issues related with the credit cap and unable to give necessary information for loan demanding customers.

Some respondents mentioned that they did not have clear information about the prize schemes and their criteria. Furthermore some respondents say that there is no necessary briefing or training during new product launch and this will create a gap on the product knowledge and sales of the product. In addition respondents mention that they are not usually receiving information about new banking services incorporated in the bank's service line items, and rather they simply observe the advertisement in various media.

Some respondents from branches suggested that they do not have an access to some policy and procedure of the Bank related to branch banking.

CHAPTER FIVE

5. Discussion and Summary of Major Findings and Recommendations

Effective internal communication plays a pivotal role in fostering organizational cohesion, enhancing employee engagement, and ensuring strategic alignment across departments. As demonstrated in the case of the Bank of Abyssinia, the presence of clear and timely internal communication mechanisms significantly contributes to operational efficiency and employee satisfaction. This aligns with Tourish and Robson (2006), who argue that communication is not merely a transmission of information but a vital tool for shaping organizational culture and influencing behavior. Furthermore, internal communication enhances transparency and trust, which are essential for implementing organizational change and achieving shared goals (Welch & Jackson, 2007). The Organizational Culture Theory reinforces this by emphasizing the role of communication in constructing meaning and reinforcing values within institutions (Schein, 2010). The findings from the Bank of Abyssinia suggest that when employees are well-informed and feel heard, their sense of belonging and commitment to organizational goals increases. Thus, investing in structured, two-way communication channels is not only strategic but essential for long-term success in modern banking environments. (Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.

The discussion highlights that internal communication is a crucial driver of organizational success, particularly in the context of the Bank of Abyssinia. The findings indicate that effective internal communication improves information flow, enhances employee engagement, and aligns individual performance with organizational goals. The study reveals that employees who receive timely, clear, and transparent communication feel more valued, motivated, and involved in the bank's strategic direction. Moreover, the Organizational Culture Theory supports the idea that communication shapes shared values and norms, which in turn influence behavior and productivity. Gaps in communication, such as delayed feedback or top-down-only channels, were identified as barriers to performance and trust. Overall, the discussion confirms that strengthening internal communication—especially through two-way dialogue, digital platforms, and leadership involvement—is essential for improving coordination, decision-making, and staff morale across all branches of the organization.

Information Flow ($r = 0.81$) shows the strongest positive correlation with Internal Communication, suggesting that when information flows freely and clearly within the organization, internal communication improves significantly.

Employee Engagement ($r = 0.79$) and Organizational Alignment ($r = 0.78$) are also strongly correlated with internal communication. This suggests that motivated, aligned employees tend to both contribute to and benefit from stronger communication.

Leadership Communication ($r = 0.76$) and Feedback Systems ($r = 0.77$) are also important but slightly less correlated.

The analysis suggests that Information Flow is the variable that most strongly influences internal communication at the Bank of Abyssinia, followed by Employee Engagement and Organizational Alignment. Therefore, to strengthen internal communication, leadership should prioritize improving information distribution systems, building engagement initiatives, and ensuring all departments are aligned with the organizational mission.

5.1. Summary of Major Findings

The overall internal communication measurement factor rating of the Bank is 79.45% as per the survey result. In addition the overall satisfaction level of respondents' on internal communication of the bank becomes 83.19% which shows some deviations from the average score of overall internal communication measurement factors. In general this shows that the bank has made areas of improvement in the overall internal communication system and process as can be witnessed by the overall better level of agreement by respondents in the areas of information clarity, consistency, importance, documentation and organization and feedback management.

Information Content: To begin with the information content 89.47% of the respondents "Agreed" that the information interchange has a good content, whereas 2.66% "disagreed". This overall 89.47% agreement level displays that the amount of information conveyed in the Bank contained much useful information to perform the overall daily operation in the Bank.

Information Flow: Regarding information flow across work units and throughout the Bank 82.50% and 5.77% of respondents also expressed "Agreement" and "disagreement" about the level of information flow in their work units, respectively.

Besides the for information flow throughout the Bank rated 86.16% and 3.42% of the respondents show their level of agreement and disagreement respectively.

Information Reliability: In measuring the reliability of information in BoA, respondents were asked to evaluate whether or not they are justified in maintaining belief about certain information, and to what degree this belief can be maintained. Accordingly, 70.12% of the respondents “agreed” that the information in the bank is reliable and another 17.41% of the respondents have a disagreement on information reliability.

Information Clarity: In this regard, employees are asked to forward their agreement level by measuring the clarity, completeness, ambiguity, and understandability of the internal information; 72.97% and 9.95% of the respondents expressed their agreement and disagreement respectively.

Information Importance: In this regard respondents are questioned about the importance of information for their duties ahead and 85.84% of them agreed on the importance of information, 2.86% of them disagree on the same issue.

Information Consistency: Information consistency refers to the quality of information being uniform, accurate, and aligned across various sources within a system or organization. It ensures that the same information is presented in the same way throughout, avoiding confusion and promoting trust in the data. Based on the mentioned truth on information consistency 71.99% of the respondents agreed on the issue and 7.46% of them disagree on the information consistency in our Bank.

Information Timeliness: In today's fast-paced world, the timeliness of information is crucial. It refers to how current and up-to-date information. In this regard 77.95% and 5.41% of the respondents agreed and disagreed respectively on the timeliness of information in our Bank.

Information Documentation and Organization: Effective documentation and information organization are fundamental aspects of any successful organization or individual knowledge base. They ensure clarity, accessibility, and efficiency in how information is captured, stored, retrieved, and used. In this regard 86.86% and 3.42% of the respondents agreed and disagreed respectively on the mentioned internal communication factor.

Information Feedback Management System: An information feedback management system (IFMS) is a framework that helps organizations collect, analyze, and act upon feedback on the information they provide to users. It's essentially a two-way street for information exchange, ensuring the information provided is useful, accurate, and meets user needs. Respondents react on this issue with 70.56% and 8.44% agreement and disagreement level respectively.

In general the average agreement and disagreement Level” of the above ten (10) major internal communication tools are compared with the question designed to measure the overall satisfaction level of respondents on the internal communication system of the Bank. Consequently, the average result of the ten measuring tools is 79.45% agreement level, 6.70% disagreement level. Subsequently, the overall satisfaction level of respondents on the internal communication system of the bank is 83.19% agreement level, 3.79% disagreement level. Hence, the result shows that there is a smaller gap (about 4%) between the result and this ensures that the overall responses of the respondents are fairly revealed for each measuring tool of the internal communication system.

Reviewing the disagreement level of respondents, a relatively higher “disagreement level” is observed in the reliability (17.41%). In addition clarity and feedback management system of the internal communication which is rated 9.95% and 8.44%, respectively. Accordingly lower agreement level was registered for the mentioned internal communication measurement factors.

Internal Communication Media Preference: Looking at respondents' preference among the alternative media of communication deployed by BoA; Outlook mail, Oracle, Internal Portal Service and Internal Memos are the first four preferred media that took the better rating point of a combined “Very High” and “High” with having a ratio of 93.62%, 87.18%, 79.93%, and 75.35%, respectively as shown on graph 4.b below. Social media (Alternative Channels), Websites, and Digital Television Broadcasting are part and parcel of this digital media platform, and the Bank has made a huge investment in these infrastructures however, it is found in a lower preferred group with a respective lower preference rating by respondents (58.34%, 54.75%, and 50.17%, respectively).

Awareness of the Collective Agreement and Code of Conduct: measuring the level of awareness of employees about the availability of the collective agreement documents rated 93.04%. The survey results shows that employees familiarization with collective agreement document. In addition measuring employees' awareness of this vital document is found crucial and it is found that 96.1.8% of the respondents are well aware of the bank's code of conduct.

In addition to these financial achievements, the bank significantly expanded its operational footprint, including branches, ATMs, POS machines, and virtual banking platforms.

These accomplishments underscore the critical role of effective internal communication in aligning strategies with organizational objectives. By fostering a productive communication framework, the bank has successfully advanced toward achieving its goals.(Bank of Abyssinia Annual Report 2023/2024.)

According to the interview conducted with the management team, the following points were addressed regarding how internal communication contributes to achieving organizational goals.

Strategic Alignment

Internal communication plays a crucial role in aligning employees with the organization's vision, mission, and goals. By crafting a targeted communication strategy, organizations can ensure a culture of transparency and openness, utilize effective communication channels, and leverage employee advocates. Regularly reviewing and adjusting the strategy helps maintain alignment, fostering an engaged and informed workforce that actively contributes to organizational success.

Employee Engagement

Effective internal communication enhances employee engagement by fostering satisfaction, improving productivity, and ensuring a clear understanding of organizational objectives. For instance, transparent updates on organizational changes, honest communication from leadership, and consistent dialogue between employees and supervisors can significantly boost morale and performance.

Overcoming Challenges

To address communication challenges across teams, organizations should promote cross-departmental collaboration through team-building activities and open communication channels. Key strategies include fostering transparency, improving communication skills, establishing feedback mechanisms, and regularly assessing the effectiveness of communication practices. These efforts strengthen collaboration, overcome barriers, and enhance overall organizational effectiveness.

Feedback and Improvement

Employee feedback is essential for refining internal communication strategies. Organizations can gather insights through surveys, focus groups, and informal discussions to identify gaps in communication. Analyzing and acting on this feedback ensures that communication remains relevant and supports organizational goals, fostering trust and continuous improvement.

Measurement and Impact

The impact of internal communication can be measured through metrics such as engagement scores, satisfaction surveys, and employee participation in communication channels. Linking these metrics to outcomes like productivity, customer satisfaction, and overall performance demonstrates the tangible role of communication in achieving organizational objectives.

5.2. Conclusion

The findings highlight the Bank's commendable internal communication system, reflected in an average agreement level of 79.45% and an overall satisfaction score of 83.19%. Respondents reported high levels of satisfaction with information content (89.47%), flow (82.50% within work units and 86.16% across the Bank), and importance (85.84%). However, areas such as reliability (70.12%), clarity (72.97%), and feedback management (70.56%) indicate opportunities for improvement.

While preferred communication media such as Outlook Mail, Oracle, and Internal Portals are widely adopted, alternative channels like social media and digital broadcasting have lower engagement, highlighting the need for optimization in these areas.

The Bank's operational and financial growth underscores the pivotal role of effective internal communication in achieving strategic alignment, fostering employee engagement, overcoming communication challenges, and driving continuous improvement. By addressing areas of relatively lower performance and leveraging employee feedback, the Bank can further enhance its communication systems and sustain its path toward achieving organizational objectives

5.3. Recommendations

Any Internal communications of the Bank must be to be made with carefully chosen words that communicate BoA's objectives, vision and the corporate brand in mind.

Create digital channels for employees to provide any important feedback on internal communication or the BoA's initiatives. Employees should be encouraged to forward their ideas and opinions as this makes them feel valued and listened to, which leads to engagement. To curb the developed culture of resistance to the receipt and application of feedback in the internal communication process, the bank could develop and apply compliance requirements or monitoring functions that follow up improvements obtained via feedback

The bank and the Labor Union could work together to improve the level of awareness of employees using training and other communication media to make clear and informed the content and articles of the collective agreement. Overall, collective agreements play a significant role in regulating employment relations and can provide a framework for fair treatment and improved working conditions for employees. In addition it support the management team to deal with the employees per the collective agreement if any arises.

The bank could develop an internal communication plan and periodically update the content to help create desired business outcomes and to efficiently communicate with every employee at all levels with due consideration of their culture, attitude, capacity, and academic background. Such strategic measure helps to avoid inconsistent messages floating around an organization, and avoid an uncertain work environment.

To enhance the culture of information documentation and easy retrieval, it is good to prepare a database containing vital information and provide access to all authorized members of the team. Any addition or removal of data is immediately recorded and shared with the concerned teams.

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APPENDIX



College of Humanities, Language Studies, Journalism and Communication
Department: School of Journalism & Communication

Questionnaire for Employees at Bank of Abyssinia, Head Office and Districts

Dear Respondent,

I am Fekade Kebede Desta, a student at Addis Ababa University. I am currently conducting research for my thesis titled "*How Internal Communication Contributes to Achieving Organizational Goals: The Case of Bank of Abyssinia.*" This questionnaire has been designed to collect primary data for the study.

Dear Sir/Madam, completing this questionnaire will take approximately 15 minutes. By participating, you are kindly giving your consent to provide the information required for this research. This questionnaire aims to gather insights on how internal communication supports organizational goals. Your responses are confidential and will be used solely for academic purposes.

"Thank you in advance for your time and contribution to this research. If you have any questions or require further clarification, please feel free to contact me at +25191544436."

The questionnaire has three Sections: -

Part I: General Information of Respondents

Part II: Specific Questions on Internal Communication and Organizational Goals

Part III: Open-ended Questions

Part I: General Information of Respondents

Note

No need to write your name.

Please tick the appropriate box corresponding to your answer.

Sex:

Male

Female

Age

21.-30

31-40

41-50

Above 50

Academic

College Diploma and Below

BA

Master's Degree and Above

Work places

Branch and or Sub Branches

Departments (Head Office)

Districts

Location of your work place

Branch/Department /District: - _____

Group:

Qualification:

Degree

Work Experience at the Organization:

6 months - 1 year

1 - 5 years

5 - 10 year's

10 - 15 years

Above 15 years

What is your position within the organization?

Director

Manager

Senior Officer

Officer

SBBO/SBOO

BBO/BOO

Administrative Assistant

Associate Officer

Junior Officer

Bank Trainee

Cash Office Attendant/Clerical Aid

Other

Part II: Specific Questions on Internal Communication and Organizational Goals

Please read each question carefully and tick the box that most accurately represents your view. Use the following scale to respond: Put «√» Mark.

Keys:

Strongly Agree (5)

Agree (4)

Neutral (3)

Disagree (2)

Strongly Disagree (1)

Factors of Internal Communication

S/No.	Content of Information:- is the facts and figures, the ideas and opinions that transmit through information media	Strongly Agree(5)	Agree(4)	Neutral(3)	Disagree(2)	Strongly Disagree(1)
1.1	I'm well informed about the bank's Mission, Vision, and Values					
1.2	I receive sufficient information about BoA's Strategy					
1.3	I receive information about BoA's Performance					
1.4	The policy and procedure manual of our work unit are easily available					
1.5	receive the latest information regarding new services and procedures/operations					
1.6	I'm well informed about the performance plan of my work-unit					

Information flow (in work units and the bank): the movement of information between people and systems.

S/No.	In work units	Strongly Agree(5)	Agree(4)	Neutral(3)	Disagree(2)	Strongly Disagree(1)
2.1	I received important information from my immediate supervisor					
2.2	My immediate supervisor always provides the latest information to employees					
2.3	My immediate supervisor accepts new ideas from employees					
2.4	My immediate supervisor is ready to hear new ideas coming from employees under him					
2.5	We exchange information on important issues in our work unit					
2.6	We usually made participatory meetings in our work-units					
2.7	The bank usually made participatory meetings					
	In the Bank					
2.8	I can easily get information regarding our bank at any time					
2.9	The meetings held in the bank are participative					
2.10	My immediate supervisor informs me regarding major activities and performance of the bank					
2.11	Our Bank exerts continuous effort to improve the internal communication endeavour					

Information Reliability: represents the opinion of employees regarding the reliability of communication received from management and their colleagues.

S/No.		Strongly Agree(5)	Agree(4)	Neutral(3)	Disagree(2)	Strongly Disagree(1)
3.1	The information I usually receive is reliable					
3.2	A number of times I receive unreliable information from my colleagues					
3.3	The information sent to me is relevant to me					

Consistency of Information: refers to communicating the same message across all facets.

S/No.		Strongly Agree(5)	Agree(4)	Neutral(3)	Disagree(2)	Strongly Disagree(1)
4.1	Information disseminated from different work units is consistent					
4.2	Information flow in our bank ensures common understanding among employees					

Clarity of Information: this is a way that the receiver understands the same thing which the sender wants to convey.

S/No		Strongly Agree(5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree(1)
5.1	I get complete and clear information periodically					
5.2	Sometimes I receive ambiguous information					
5.3	I do well understand information coming from higher officials of the bank					
5.4	Performance reports are sent					

	periodically					
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Timeliness of Information: the availability of the output information at a time suitable for its use (Bailey & Pearson, 1983)

S/No	Alignment	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree(1)
6.1	I get directives coming from senior officials of the bank timely					
6.2	I received important information helpful to carry out my task periodically					
6.3	I can easily obtain information regarding various activities and performance of the bank					
6.4	Performance reports are sent periodically					
6.5	Prompt response is given to information requests coming from various work units					

Importance of internal communication for the task:

S/No		Strongly Agree(5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree(1)
7.1	Organizational internal communication has positively influenced employees' performance					
7.2	Our work units information management is organized in a way to be retrieved					
7.3	Internal communication has brought about efficiency					

S/ No		Strongly Agree(5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree(1)
8.1	There is a technologically supported information organizational system in our bank					
8.2	Our work units information documentation and organization are easy for retrieval					
8.3	The information organization and documentation of our work-units is confidential					
8.4	There is a commonly applied system that enables me to organize information and make it ready for easy retrieval					

Feedback Management: the return of information covering the internal activity and processes of an organization

S/ No		Strongly Agree(5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree(1)
9.1	Have you been given a chance to forward your personal opinion regarding the content of information disseminated in the bank?					
9.2	Feedback coming from employees is properly implemented					
9.3	Your immediate supervisor gives you the chance to forward your opinion on the information exchanging system of the work units.					
9.4	Improvements are made to the internal communications of the bank based on your feedback					

Part III: Open-ended Questions

Do you have any comment? (if others)

Yes

No

If you say “Yes” Please put your comment.

Interview questions tailored for a managerial position, focusing on how internal communication contributes to achieving organizational goals:-

Strategic Alignment:-

How do you ensure that internal communication aligns with the organization's vision, mission, and goals? -----

Employee Engagement:

Can you share an example of how effective internal communication improved employee engagement and contributed to the success of a project? -----

Overcoming Challenges:

What strategies do you use to address communication challenges across departments or teams? -----

Feedback and Improvement: How do you collect and use feedback from employees to improve internal communication and drive organizational goals? -----

Measurement and Impact:

How do you measure the effectiveness of internal communication, and what metrics indicate its contribution to achieving organizational objectives? -----

Thank you for your valuable feedback!