



School of Journalism and Communications MA Programme in Public
Relations & Strategic Communication

Internal Organisational Communication Audit of Hibret Bank Head Office

By

Tirusew Geresu

Submitted in Partial Fulfilment of the Requirements for the Degree of Masters of Arts in
Public Relations and Strategic Communication

June, 2022

Addis Ababa

Internal Organisational Communication Audit of Hibret Bank Head Office

By:

Tirusew Geresu

A Thesis submitted to the school of Journalism and Communication Presented in Partial Fulfilment of the Requirements for the Degree of Master of Arts in Public Relations and Strategic Communication.

Advisor:

Samson Mekonnen (PhD)

June, 2022

Addis Ababa

DECLARATION

I declare that this thesis is my own work and has not been presented for a degree in any other university. I followed research code of conduct throughout the work of this study and all source used for this thesis have been duly acknowledged.

Name: _____

Signature: _____

Date: _____

Approval

This is to certify that the thesis prepared by Tirusew Geresu Beyene, in titled “Internal Organizational Communication Audit of Hibret Bank Head Office” that is submitted in partial fulfilment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communication complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signed by the Examining Committee:

Dr. Samson Mekonnen	_____	_____
Advisor	Signature	Date
Dr. Amanuel Gebru	_____	_____
Internal Examiner	Signature	Date
Dr. Hailemichael Tesfaye	_____	_____
External Examiner	Signature	Date

Chair of Department or Graduate Program Coordinator

Acknowledgements

First of all I would like to thank Almighty God for giving me the strength. My heartfelt gratitude also goes to my advisor Dr. Samson Mekonnen for his unreserved guidance. I am also thankful to my wife and kids for their encouragement.

ABSTRACT

The purpose of this study was to assess the internal organizational communication of Hibret Bank Head Office. This study adopted a hybrid communication satisfaction questionnaire administered to 138 respondents and In-depth interview was conducted with four chief officers. In the study descriptive statistical method of analysis is used to analyse the quantitative data and the quantitative data was analysed through descriptive statistical method of analysis using SPSS .The findings in the study indicated that the internal organizational communication at Hibret Bank Head Office Addis Ababa is characterized mostly by down ward communication and inconsistent information flow. The communication channels are also designed to serve only downward communication. Much is needed to enhance the internal organizational communication at Hibret Bank. As shown in the findings of the study the internal organizational communication mostly serves to communicate employees about policies, procedures, manual and changes within the bank. Upward and Downward communication at Hibret Bank is found to be weak based on the findings from the questionnaire and the interview. Though there is a platform which is used as private conversation channel between employees and the Chief Executive Officer the information flow in the bank should be revised. To this end upward and horizontal communication directions should be deployed to have effective and efficient internal organization communication within the bank as clearly stated in the findings of the questionnaire and the in-depth interview. It is also revealed in the study finding that the overall internal organizational communication practice at Hibret Bank Head Office should be revisited. Moreover, the communication channels need to be tailored to serve its intended purpose and also enable employees to actively engage in the internal communication process.

Key Words: Organizational communication, Communication audit, Measurement

Table of Contents

	Page
Acknowledgements	i
<i>ABSTRACT</i>	ii
Table of Contents	iii
CHAPTER ONE	1
INTRODUCTION OF THE STUDY	1
1.1 Chapter Preview	1
1.2 Background of the Study	1
1.3 Statement of the problem	2
1.4 Research Questions	4
1.5 Objective of the study	4
1.5.1 Specific Objectives.....	4
1.6 Significance of the Study	4
1.7 Scope of the Study	5
1.8 Limitations of the study	5
1.9 Organization of the thesis.....	6
1.10 Chapter Review	6
CHAPTER TWO.....	7
REVIEW OF RELATED LITERATURE.....	7
2.1. Chapter Preview	7
2.2. Internal Organizational Communication.....	7
2.3. Functions of Internal Organizational Communication	9
2.4. Communication Channel.....	10
2.5. Information Flow	10
2.5.1. Directions of Communication	10
2.5.1.1. Downward Communication	11
2.5.1.2. Upward Communication	11
2.5.1.3. Horizontal Communication	12
2.6. Internal Communication Audit	12
2.7. Internal Communication Audit Objectives	13
2.8. Internal Communications Audit Methods	13
2.8.1. Surveys or Questionnaires.....	14
2.8.1.1. Communication Satisfaction Questionnaire (CSQ)	14

2.8.1.2. International Communication Association (ICA) Audit Survey	15
2.8.1.3. Communication Development (OCD) Audit Questionnaire	16
2.8.2. In-depth Interviews	16
2.8.3. Network Analysis.....	16
2.9. Review of Previous Empirical Works.....	17
2.10. Theoretical Framework of the Study.....	21
2.10.1. Systems Theory.....	21
2.10.2. Human Relations Theory	23
2.11. Conceptual Framework	24
2.11.1. Internal Organizational Communication.....	24
2.11.2. Communication Channel.....	25
2.11.3. Information Flow	25
Downward Communication	25
CHAPTER THREE.....	27
RESEARCH METHODOLOGY.....	27
3.1. Introduction.....	27
3.2. Research Paradigm.....	27
3.3. Research Design.....	28
3.4.1. Questionnaire Survey	29
3.4.2. In-depth Interview	29
3.4.3. Pilot Study.....	30
3.4.4. Validity and Reliability of the Study.....	31
3.5. Method of Data Collection.....	32
3.6. Sampling Method.....	32
3.8. Data Analysis Procedure	34
3.8.1. Quantitative Data Analysis Procedure	34
3.8.2. Qualitative Data Analysis Procedure	34
3.9. Ethical Considerations	35
CHAPTER FOUR.....	36
DATA ANALYSIS AND DISCUSSION.....	36
4.1. Chapter Preview	36
4.2. Data Presentation and Analysis of Quantitative and Qualitative Data.....	36
4.2.1. Data Presentation of Quantitative Data.....	36
4.2.1.1. Background Information from the respondents.....	36

4.2.1.2. Descriptive Statistics Presentation	37
Frequency and Percentage of Internal Communication	37
Frequency and Percentage of Information Flow	45
Frequency and Percentage of Communication Channel	52
4.2.2. Summary of Internal Organizational Communication Audit Results	55
4.2.3. Quantitative Data Analysis.....	55
Descriptive Data Analysis.....	55
4.2.4. Reliability Test	57
4.2.5. Pearson Correlation Analysis	58
4.2.6. Regression Analysis	59
4.2.7. Data Presentation and Analysis of Qualitative Data	61
4.2.7.1. Data Presentation of Qualitative Data.....	61
4.2.7.2. Qualitative Data Analysis.....	65
4.3. Summary of the Findings	66
CHAPTER FIVE.....	68
DISCUSSION, CONCLUSION AND RECOMMENDATIONS.....	68
5.1. Introduction.....	68
5.2. Discussion of the key findings	68
5.3. Conclusions.....	70
5.4. Recommendations.....	71
REFERENCES.....	72
Appendices.....	76
APPENDIX I.....	76
Adopted hybrid scale of communication satisfaction questionnaire.....	76
APPENDIX II.....	79
In depth Interview Questions.....	79
List of Tables.....	80

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.1 Chapter Preview

This chapter deals with the overall introduction of the subject area to be studied. The back ground of the study, the objective of the study, statement of the problem, significance, scope and limitations of the study are presented in this chapter. The chapter introduces the title called Internal Organisational Communication Audit of Hibret Bank Head Office.

Based on the background of the study statement of the research problem is prepared. Research questions have also been articulated and gaps are identified which helped to design the research question. In addition, the scope of the study has been presented based on theory and methodology of the study.

The chapter concludes by giving a brief highlight of the issues discussed in the chapter.

1.2 Background of the Study

Without a thoughtful measurement and evaluation it is not possible to know whether the internal organizational communication is helping to achieve the goals and objectives of a company or not. Evaluation systematically investigates the merit, worth, or significance of an effort. Evaluation is also the basis of successful internal organizational communication where assessment is done to know how any purposeful use of communication by an organization contributes to the attainment of the organization's mission, strategy, and goal (Watson, 2012).

As cited in Meng and Berger (2012) Watson's study on measurement of internal organizational communication has indicated high effective organizations measure or evaluate internal communication than low effective organizations. Hence, internal organizational communication measurement and evaluation should be given a due concern. To get a clear picture of the internal organizational communication efficiency or effectiveness a standard and holistic measurement tool is needed. In this respect Communication audit which is one of the measurement tools is applied to assess internal organizational communication. According to Zwijze-Koning & De Jong, (2015) a communication audit is often utilized for evaluating the strengths and weaknesses of an

organization's internal communication system and to diagnose communication problems and propose strategies for improvements.

The same fact applies to banks since banks are companies with goals and objectives to achieve. The importance of measurement and evaluation and the implementation of measurement tools to the banking industry's internal organizational communication are undoubtedly useful since banks are organizations with goals and objectives to achieve (Swenson, 2018). Without measurement and evaluation of the internal organizational communication it is impossible to know whether the internal organizational communication is serving its intended purpose within banks. Applying communication audit as a measurement tool in this respect is important since communication audit helps to see the weakness and strength of the internal organizational communication of banks.

In the case of Hibret Bank the aforementioned facts are also applicable since Hibret Bank is an organization with goals and objectives and internal organizational communication exists within the bank. Hibret Bank is one of the private banks in Ethiopia that was established in 1994 with more than 4500 employees and 350 branches across Ethiopia. The number of employees at the Head Office in Addis Ababa reached 600. Though there exists the practice of internal organizational communication within Hibret bank the weakness and strength of the internal communication has not been measured and evaluated.

Furthermore the Bank envisioned becoming one of the top five private banks in east Africa by 2030. To achieve this vision the importance of internal organizational communication is unquestionable. Hence, conducting internal organizational communication audit will help the bank identify the gaps and take possible measures to strengthen its internal organizational communication. In light of this the current study has used internal organizational communication audit technique to measure the communication practice at Hibret Bank Head Office. The Explanatory mixed research method which encompasses adopted survey questionnaire and structured in-depth interview was used to assess the internal organizational communication practice at Hibret Bank Head Office.

1.3 Statement of the problem

The role of internal organizational communication in achieving organizational goal and objectives is immense. Its benefit for coordination, team work, employee's effectiveness, business operations success and quality decision making is also paramount. Achieving

the goals and objectives of an organization is highly dependent on the effectiveness of the internal organizational communication. In order to know whether the internal organizational communication is effective or not it should be measured and evaluated. According to Downs (2012) organizations should assess their internal communication so as to know the desired purpose within the organization is served or not. Assessment of the internal organizational communication also helps better understand its status within the organization (Buhmann, Likely & Gededs, 2018). In this respect communication audit is a technique used to measure internal organizational communication.

Different scholars in the area conducted a study and applied communication audit as an instrument to measure communication. Antonis, (2005) questioned the application of communication audit as an integrated instrument and tried to see the communication audit from the system theory perspective. Racheal, (2019) audited the communication practice from human relations perspective. Carter, (2007) applied communication audit to see the perceived relation between productivity and communication. Quine and Hargie, (2004) applied a validated audit methodology and examined the position of internal communications.

The studies conducted by the aforementioned scholars share the view that communication audit helps to measure the communication practice of an organization. Most of the studies are conducted at division level and the sample size is not satisfactory. Hence, it is difficult to translate the results into the broader organization so that it shows the whole picture in the organization. The current study is conducted on the internal organizational communication and the sample size is adequate to show the situation in the organization under study. Moreover, the studies conducted are outside the banking sector. Not only these studies but also other studies were conducted to address the practical, methodological and theoretical gaps in internal organizational communication audit. The study of the internal organizational communication audit in the Ethiopian Banking Industry is a gap in literature which needs empirical contribution. Hence, this study is also intended to fill this gap.

In addition, the study used adopted a hybrid communication satisfaction questionnaire by Gebru, (2013). According to Gebru, (2013) the questionnaire developed has not been tested for stability in other sectors which sets a limitation of findings in many dimensions including methodological issues. Testing and validation of the hybrid instrument in various areas of application was also recommended by Gebru, (2013). Hence, the

application of the questionnaire in auditing the internal organizational communication in the banking sector contributes in filling the gap in this respect.

Moreover, Hibret Bank as an organization also needs effective internal organizational communication to meet its objective. The bank has not conducted assessment of the internal organizational communication which is a gap that needs to be addressed. In addition from the records it is understood that the bank has no communication strategy.

In light of this, the present study assessed the internal organizational communication practice of Hibret Bank Head Office relating with the existing literature.

1.4 Research Questions

1. What is the perceived effectiveness of the internal organizational communication practice at Hibret Bank Head Office?
2. What is the perceived effectiveness of information flow and communication channel?

1.5 Objective of the study

The objective of the study is to assess the internal organizational communication practice at Hibret Bank Head Office using communication audit as measurement technique.

1.5.1 Specific Objectives

1. To investigate the communication channels and information flow within the company as used for internal organizational communication
2. To investigate the perceived strength and weakness of the internal organizational communication at Hibret Bank Head Office

1.6 Significance of the Study

Internal organizational Communication plays a significant role in achieving organizational goals and objectives. According to Buhmann, Likely & Geddes, (2018) internal communication creates value for employees and organizations. Hence, understanding and having a clear picture of the condition of the internal organizational communication will help see whether the internal communication is creating value to employees and the organization. This can be done through measurement and evaluation.

Measuring internal organizational communication helps to understand how the internal organizational communication is serving business growth or organizational effectiveness. The study measured the internal organizational communication practice of Hibret Bank

Head Office using internal organizational communication audit technique. This in turn helped to understand the strength and weakness of the internal communication at Hibret Bank Head Office thereby giving an insight as what has to be done to enhance the internal organizational communication and work strategically towards achieving organizational goals.

The measurement technique that is used in this study is adopted hybrid scale of communication satisfaction questionnaire developed by Gebru, (2013) and in-depth interview since both help generate valid information about the status of the internal organizational communication. The study outcome will be used as a mechanism for communication emphasis and participation. It can produce immediate effects such as improved morale and participation. The internal organizational communication audit result can also lead to employee motivation since it examines the overall internal communication process thereby showing the strength and weakness. Since communication audit is an assessment of information management and flow it will also lead to a better understanding of an organization's internal organizational communication structure thereby enabling the organization to take measures that will improve the process. In addition, the findings of the study will be used as an input to produce a communication strategy of Hibret Bank.

1.7 Scope of the Study

Human relations theory and System theory in relation to internal communication are used as theoretical framework of the study. The two theories best fit the study area because internal organizational communication is best understood from human relations or employee and manager's perspective and internal communication should be seen as a system.

In this study mixed research method is used in relation to measuring the internal organizational communication of Hibret Bank Head Office. Primary data is collected using adopted hybrid scale of communication satisfaction questionnaire developed by Gebru, (2013). In addition, in-depth interview is used to get the view and understanding of chief officers about the internal organizational communication of Hibret Bank Head Office.

1.8 Limitations of the study

Since the banking industry is an area of much competition some chief officers in some or the other way reserved to reveal the situations at the bank with regard to internal

organizational communication. This is the major limitations in the study. In order to minimize the impact officers who have reservation were changed by others.

1.9 Organization of the Study

The study is organized into five chapters that discuss separate issues that have relevance with the area to be studied. Chapter one gives an introduction in to the area to be studied giving background information and presenting the research objectives and research questions of the study. Chapter two of the study deals with review of literatures related to the study area. Theoretical, Conceptual frame works of the study and review of previous empirical works are presented in chapter two of the study. Chapter three discusses the research design and methodology used to investigate the study area i.e. the internal organizational communication audit of Hibret Bank Head Office. In Chapter Four the analysis and interpretation of the results gathered from the adopted hybrid communication satisfaction questionnaire and the in-depth interview has been presented. Chapter Five discussed the findings of the study, the conclusion reached based on the findings and the recommendations.

1.10 Chapter Review

Chapter one highlighted the study area by providing background information i.e. Internal Organisational Communication Audit of Hibret Bank Head Office. The need for communication audit has been highlighted by providing reasons from notable writer like Clampit and Berk(2000), Goldhaber (2002), Meng and Berger (2012) and their stance with regard to the need to evaluation of internal organizational communication to the success of the organization. The study tried to understand the strength and weakness of the internal organizational communication of Hibret bank. The need for measuring internal organizational communication of Hibret bank and the reasons for using communication audit as measuring instrument has also been discussed in this chapter. The problem statement shows the need to audit communication in banking industry which will have both practical and theoretical significance. Based on this the specific objectives were formulated to assess the dimension of communication and its general weakness and strength. Research questions were set out to corresponding to specific objectives. The scope of this study is confined to the assessment of internal organizational communication of Hibret Bank Head Office. The research questions and the scope of the study are clearly presented in the chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Chapter Preview

This chapter covers the general literatures in internal organizational communication audit that best illustrates the area under study. Theoretical frameworks that link with internal organizational communication, communication audit, empirical studies in similar topics and conceptual framework. Furthermore, other studies which are conducted in area of communication audit and the findings of the studies are reviewed.

2.2. Internal Organizational Communication

According to Quirke, (2000) internal organizational communication is pivotal in creating values in an organization thereby enhancing employee performance and enabling organizations achieve goals and objectives. Internal organizational communication manages interactions between people within the organization. Internal organizational communication is the flow and sharing of information between and among members of an organization across all levels. Internal organizational communication shares information so that employees are well informed about what is going on within an organization and perform well. It helps keep employees informed and provides effective flow of information within systems or departments within an organization.

Internal communications helps employees align with the goals and objectives of the organization by influencing, motivating and engaging employees. According to Quirke, (2008) internal communication helps to translate information into meaningful output so that employees analyse, test, share and give feedback.

Purol and Wosik, (2007) argued that internal organizational communication is the key to increase employees' motivation and involvement, increase of work efficiency, success of changes and to build a positive internal and external image of the organization. The role of internal organizational communication is not merely to pass information, but it goes beyond that. It should create values, common understanding of changes and motivate employees.

Internal organizational communication is a complex mix of formal and informal activities that disseminate information in all directions within an organization (Carriere, J., Bourque, and C.2009). Effective and efficient internal organizational communication

system ensures sufficient information flow from the management to employee and vice versa. This in turn helps employees to do their job effectively and efficiently. In achieving this need for evaluation and measurement is unquestionable. It is important to measure the information flow and the communication channels. This ensures that the right information is sent using the appropriate channel and is received as intended.

According to Hargie, (2016) effectiveness of internal organizational communication process is determined by seven key elements. Thus are Communicators, Goals, Messages, Channel, Feedback, Context and Effects. As indicated by Hargie, (2016) in terms organizational communicators can be divided in to two main categories: leaders and followers. One cannot have one without the other. Leaders can be communicators when they communicate message of top priority, procedures, laws, changes which is a downward communication. Followers on the other hand can send their reflection which is upward communication or may communicate withier subordinates about issues within the organization. Gender, height and attractiveness are the attributes.

The second element of effective communication is the goal. To be successful or achieve organizational goals leaders must be sure that the entire population within the organization is pursuing common goals. This shows what communicators are trying to achieve and the goals the organization wants employees to achieve.

The third important factor for effective communication is the message. Messages are information's forwarded upward from employees to the management and downwards from the management to employees. Message can also be shared horizontally between subordinates and stakeholders. This messages should be timely, clear, understandable, accurate, consistent, have an appropriate load, relevant to the recipients and credible.

In achieving effective organizational communication the other important element is the channel. Channel is the medium through which the information is sent. It could be face-to-face, video-conferencing, telephone, instant messaging, e-mails, texts, tweets and typed memos. The term medium and channel are often used interchangeably. According to the Media richness theory judgements about richness of a channel are based on a number and mix of the cues it contains and the feedback it generates. In this respect face to face channel is preferable to communicate important message and create a clear understanding of the subject to be communicated. Email communication on the other hand is preferable to make it more formal.

The other important factor for effective organizational communication is feedback. Feedback is the process of ensuring the recipient of the message understood the message sent as intended by the sender. The receiver's understanding of the message sent and his/her reaction towards the message received is the feedback. People may paraphrase in reciting what the sender sent, may also summarize the main message, reflect their feelings or reflect the meaning in giving feedback.

Context and effects are also important for effective internal organizational communication. The context is the situation and the environment the message is communicated and understood. The situation in which the message is communicated impacts the outcome or the feedback to the message communicated. It is important to bear in mind that organizations should consider the context in which messages are communicated so that the intended outcome from the message is achieved. Messages are best understood in context they occurred. The outcomes from the communication or the effects are dependent on the context.

In the current study Communication channel has been selected to fit the purpose of the study area. The second reason is that Communication Channels impact how the flow of information within a company. Hence, it helps to correlate the two variables and the two variables are the most dominant variables in the adopted hybrid communication satisfaction questionnaire.

2.3. Functions of Internal Organizational Communication

There are several functions of internal organizational communication. According to Clappitt,(2013) the most important functions of internal organizational communication are inform, regulate, integrate, manage, persuade, and socialize. Internal organizational Communication informs employees so that they perform well in achieving organizational goals and objectives. Employees are informed about happenings within an organization. The regulative function of internal organizational communication is directed towards regulatory messages about maintenance of an organization. The other function is integration. Internal organizational communication helps create coordination between systems or departments within an organization for the attainment of a common goal or objective. It creates fusion to achieve company goals. The management function is getting people to do what is expected from them and create relationship between systems or employees or departments within an organization. The internal organizational

communications have also persuasion function where managers persuade employees to do something in particular. Internal organizational communications have socialization function where employees are integrated into the communication networks within an organization.

2.4. Communication Channel

The key to internal organizational communication is selecting the right medium or channel. This is because how the information is communicated is as important as the information itself. Matching the communication channel an organization uses with objective and goals of the internal organizational communication is the key to effective communication

According to Van Riel and Fombrun,(2006) the channels through which messages are transported represent the structure of internal organizational communication. Companies adapt the structure of the internal organizational communication and the communication channel based on the structure of the company. Communication channels could be formal or informal. These communication channels in one or another way relate to the flow of information within an organization.

The right message without the right channel or medium leads to ineffective communication. It is therefore important to give a due concern to the communication channel for effective internal organizational communication.

2.5. Information Flow

The direction of information flow is critical for the message or the information to reach employees or the management as intended. The success of the internal organizational communication also depends on the direction of information flow.

2.5.1. Directions of Communication

According to Miller, (2006) effective internal organizational communication requires communication between and among employee, employees and supervisors, and among supervisors themselves. It also needs communication from the top management to employees and from employees to the top management. There are three directions in which communication flows within an organization. Thus are Downward, Upward and Horizontal Directions.

2.5.1.1. Downward Communication

Downward communication flows from top management to employees. Companies with authoritative type of management use this type of communication. Mostly directions, top priority issues of the organization, information about regulations, rules and procedures are communicated. In addition, special tasks related to company mission or goal is communicated from the top management to employees. In downward communication the scope of control or management is wide. Wider span of control creates communication ineffectiveness.

Downward communication reinforces the hierarchical nature of organization where supervisors communicate with subordinates. This type of communication is important in bringing the desired effect if done well. The downward communication is not always effective because organization's fail to get the know how to use this communication direction.

The main barrier to downward communication is the ability of the management to take decision as to which content should be communicated, the relevance of the information and adequacy of information. For downward communication to be successful what is communicated and how it is communicated should be given a due concern. Since convinced subordinates follow the same path with the supervisors effective downward communication enhances upward communication.

2.5.1.2. Upward Communication

Upward communication flows from employees to the top management. In this type of communication employees inform the top management about situations at lower level. This type of information flow will help get feedback make employees part and parcel of the organization and feel their voice is heard. The main functions of upward communication are giving suggestions for improvement, to inform about unsolved problems and message about how subordinates feel about each other and the job.

The major barriers of upward communication are fear of risk and vulnerability on the side of employees, trust between employees and supervisors, fear of reprisal and lack of belief in the systems.

2.5.1.3. Horizontal Communication

Horizontal communication flows between departments and employees that are on the same status within an organization. This type of communication flow enables strong integration between departments. Exchanging ideas, solving problems in coordination and performing duties can be achieved in horizontal communication. Horizontal communication provides unified vision, direction, accurate feedback and ability to implement change effectively as well as for leaders to gain control and maintain a level of common purpose.

Horizontal communication enhances collaboration between units and as collaboration between subunits becomes more formalized it evolves into channels. As cooperation between units increases job satisfaction and efficiency of employees will also increase. Horizontal Communication is increasingly important because it promotes enhancement of access to experts and create more efficient communications.

2.6. Internal Communication Audit

Internal communication audit is a process of exploring, examining, monitoring and evaluating the internal communication practice of an organization. In internal communication audit data is collected using quantitative and qualitative method to measure and evaluate the internal communication. This helps organizations to see the actual communication practice within the organization rather than the perceived. In addition, the audit is valuable in evaluating the information flow and determine how best to communicate the information.

The internal communication audit identifies the degree of knowledge of the internal communication practice within an organization from employees and management perspective. It also helps to identify how information flows within an organization and the satisfaction of employees with the information flow.

According to the definition of Communication Consortium Media Centre (CCMC, 2004) Internal Communication audit is a systematic assessment either formal or informal, of an organization's capacity for, or performance of, essential communications practices. Internal Communication audit can also be viewed as evaluating and monitoring the communication works and processes of an organization.

2.7. Internal Communication Audit Objectives

The main objective of the internal communication audit within is to examine, explore, monitor and evaluate the communication practice within an organization. It helps to see whether the communication works are aligned with the strategy of the organization or not. An assessment will also be made on the effectiveness of the communication channels and information flow within an organization so that the purpose and goal of the communication is well understood.

Internal communication audit helps to view the communication practice within an organization in relation to the current best communication practices with the aim to take lesson from these best practices. It will also help to come up with tangible and scalable recommendations and actions to be taken to best align the communication work of an organization with the goals, objective and value of the organization. The most important aspect internal communication audit is that it identifies gaps in the process not individuals.

The evaluation and measurement of internal communication process enables to undertake assessment of the internal communication so that employees and management perception about the internal communication is well understood. Perception against reality can easily be understood using internal communication audit. It also provides realistic assessment that will help devise programs for goal and objective attainment.

2.8. Internal Communications Audit Methods

Based on the size and structure of the organizations different methods of internal communication audit can be used to study the communication practice. Hence, the general methods recommended for communication audit can be customized towards the objectives of the study and the result needed from the study. The most common communication audit instruments are interviews, questionnaires, document analysis and network analysis. The Survey or the questionnaire is the most common social scientific method utilized in internal communication because survey involves a series of questions that help understand communication traits attitudes and knowledge. Moreover, survey is important tools to get information from large number people. The questionnaires are various depending on the nature of the study (Communication Satisfaction Questionnaire, International Communication Association survey and Communication Development (OCD) audit questionnaire (Phillip G. Clampitt, 2009).

For this research purpose adopted hybrid scale of communication satisfaction questionnaire developed by Gebru, (2013) has been used. This hybrid scale of communication satisfaction questionnaire enables to get an insight of the communication channels and the information flow in the internal organizational communication of the bank. The major Variables within this hybrid scale of communication satisfaction questionnaire are Channel of Communication and Flow of Information. Although other Variables like gender, age etc. exist in the adopted hybrid scale of communication satisfaction questionnaire the current study focused only Communication channel and flow of information variables since its fits the study purpose.

2.8.1. Surveys or Questionnaires

Survey or questionnaire is the best auditing tool with regard to time efficiency. This communication method helps to get a comparison of the positions of respondents towards the forwarded questions. In developing effective questionnaire, it requires scientific convention and sound judgement. The first step should be looking at the organizational background and understanding it. This helps to gain an insight of the trade-offs in the survey process. Since level of education, age, sex, and other factors determine the result of our questionnaire. It should be noted that the length and complexity of the questionnaire is determined by the organizational background.

Within internal communication audit measurement tools there are different questioner types. The most prominent once are Communication Satisfaction Questioner, International Communication Association survey and Communication Development (OCD) audit questionnaire. For this study purpose adopted hybrid scale of communication satisfaction questionnaire is used because Communication Satisfaction Questionnaire best assesses the direction of information flow, the formal and informal channels of communication flow (Laidlaw, 2004).

2.8.1.1. Communication Satisfaction Questionnaire (CSQ)

Communication satisfaction questionnaire (CSQ) is one of the popular instruments used in internal communication research and helped to better understand the internal communication of organizations. According to Carriere and Bourque, (2009) Satisfaction of internal communication is a benchmark for employees to evaluate an organization's communication practices.

According Laidlaw, (2004) Communication Satisfaction Questionnaire is valid instrument for measuring communication satisfaction. Communication Satisfaction Questionnaire best assesses the direction of information flow, the formal and informal channels of communication flow, relationships with various members of organizations and the forms of communication. Hence, it helps to best understand the internal communication.

It focuses on the perception of employees and their judgement about the internal communication of a company. In this study adopted Hybrid scale of communication satisfaction questionnaire developed by Gebru, (2013) is used since it best fits for this research purpose. The questioner developed helped to see the overall employee's view of the internal organizational communication at Hibret Bank Head Office in relation to information flow and the channels used. In addition, it enabled get an understanding of the information flow between and among employees, its effectiveness and accuracy.

Moreover, the systems openness to ideas and information and use of proper communication channel are easily identified using the questionnaire adopted. The other important thing is that the questionnaire helped see the perception of employee towards information flow and flexibility of internal organizational communication practices at Hibret Bank Head Office. It also gave a clear picture of employees and supervisors ability to communicate or as communicator.

2.8.1.2. International Communication Association (ICA) Audit Survey

As stated by Laidlaw, (2004) Gerald Goldhaber and a team of scholars from the International Communication Association developed ICA audit survey. The international communication association audit survey is a measurement system, instruments and procedures for studying organizational communication. The questionnaire is systematically tested to produce sound results. The audit is a standardized system of interviews, survey questionnaire, communication experience forms, and network analysis and communication diary. The International Communication Association Audit Survey consists of 122 questions divided into eight major sections:

- The amount of information received about various topics versus amount desired.
- Amount of information sent about various topics versus amount desired.
- Amount of follow-up versus amount desired.

- Amount of information received from various sources versus amount desired.
- Amount of information received from various channels versus amount desired.
- Timeliness of information.
- Organizational relationships.
- Satisfaction with organizational outcomes

2.8.1.3. Communication Development (OCD) Audit Questionnaire

This method helps to determine how well the communication system helps the organization to translate its goals into desired end results. Communication Development Audit Questionnaire is a method built based on Delphi technique. Because of confidentiality concerns, the instrument has not been subjected to some psychometric tests used to assess other surveys. Yet, the communication development audit questionnaire addresses several issues that are not covered by the other instruments.

2.8.2. In-depth Interviews

The most common method in communication audit is interview. Interview helps to get a qualitative sense of how the communication practices are performed and how the organization sees communications. In depth interview with randomly selected individuals that can represent the organization brings a better understanding, result and information about the practice in the organization. One on one interview helps to get clarity on issues and get valuable response to open ended questions. Moreover, with regard to preference nonverbal data's can be gained with regard to the need of the individual and the organization (Showcat & Parveen, 2017). In-depth interview with randomly selected individuals representing a cross section of the organization will bring invaluable data. Though the method is time consuming the system allows for clarification of terminologies and get expand response.

2.8.3. Network Analysis

Network analysis is another methodology that is used in communication audit. This method helps to get a clear picture of the information flow within an organization. It will help to get an insight of where, when, how, from whom and to whom information flows in an organization. Network analysis is developed to get the social and cognitive patterns in an organization. Networks are set of entities that are linked by several connections (Laidlaw, 2004).

This analysis instrument in communication audit helps to identify distortion in information flow. There is often a variation in the way the top management understands about the upward communication and the employee's perception about upward communication within an organization. Hence, this questionnaire method helps better understand the real situation.

2.9. Review of Previous Empirical Works

Different scholar in the field of organizational communication has studied internal communication audit.

Antonis, (2005) carried out a research on "Communication Audit as an Integrated Communication Measurement Instrument: A Case Study". The study is an exploratory-descriptive study that is specifically directed at understanding the uniqueness and peculiarity of the case study, the National Development Agency (NDA). The purpose of the study was to explore whether current measurement instruments, with specific reference being made to a communication audit are effective integrated communication measurement instruments.

The study attempted to describe how communication takes place, is viewed, experienced and perceived at National Development Agency. Moreover, the study tried to diagnose problems and weaknesses related to communication and its integration. As stated in the study the main research problem is to establish if a communication audit can be used as an effective integrated measurement instrument of intraorganisational communication within an organisation.

The Research methodologies applied in the study mixed research methodology. From quantitative the survey questionnaire and from qualitative research methodologies in-depth interview and focus group discussion which resulted in research triangulation are used. Evaluation and Interpretation for the study was done through the tabulation and statistical analysis of data. Descriptive statistics is used to highlight the current reality of communication in the case study.

The major finding of the study is that Communication audit can provide information of perceptions of intraorganisational communication. Communication audit as a measurement tool, although effective in the measurement of communication, in essence is not successful in effectively measuring the issue of communication integration in the organisation. The measurement has not shown communication integration in an in-depth

manner, rather evaluated each aspect in isolation. The researcher concluded that communication measurement is a valuable measurement tool. In addition in the context of organisational communication the concept of integrated communication is necessary and it would be valuable to develop measurement instrument that will be able to measure integrated communication effectively and in-depth.

This particular study focuses on National development Agency to test the use of integrated communication audit with integrated communication perspective. This study has similarity with the current study since it focuses on measurement of internal organizational communication. However, the current study is different from Antonis, (2005) it focuses on assessment of the practice of internal organizational communication in the banking sector specifically Hibret Bank Office and the measurement tool used is adopted a hybrid communication satisfaction questionnaire by Gebru,(2013) and the sample size is adequate to show the situation in the organization under study. In addition the current study used explanatory descriptive method and the study by Antonis,(2005) used exploratory descriptive method of analysis.

Racheal, (2019) conducted a research on “A communication Audit of Kenya Institute of Mass Communication”. The main purpose of the study was to conduct a communication audit on the opinion held by the internal publics of Kenya Institute of Mass Communication regarding the existing formal and informal communication channels. The research problem is that there is a communication gap and the communication is poor within Kenya Institute of Mass Communication which resulted in employee turnover because of job dissatisfaction. The institution also lacks written down communication policy and no communication audit is conducted within the institution.

The research methodology applied for the study is mixed research methods. Questionnaire survey and In-depth interviews are used for this research purpose. The study also used descriptive survey design to conduct communication audit. As stated on the research findings there are formal and informal communication channels and employees use various channels depending on the situation. According to the finding of the study written communication, face to face communication and group meetings were the most preferred channels within Kenya Institute of Mass Communication.

Based on the findings of the study the researcher concluded that communication is effective and communication flows in all direction within Kenya Institute of Mass

Communication. The study is helpful for the current study because it shows communication audit can measure the communication practice within an organization. The current study will have a better sample size than the study by Racheal, (2019) and the focus of the current study is the banking sector which will have empirical contribution to the discipline. Moreover, the study by Rachel (2019) has not presented its finding in the gaps on the used communication audit questionnaire. The current study tried to test the stability of the adopted a hybrid communication satisfaction questionnaire by Gebru,(2013).

Muchow, (2013) conducted a research on ‘‘Communication Audit for Customer Technology Support (CTS) Intel Corporation’’. The objective of the study was to assess the internal and external communication methodologies used by the group and to provide findings and recommendations to the management team.

The statement of the problem of the study is CTS has unique communication challenges that come with its business model which has enough variance from standard Intel practices to warrant different communication practices. From an external perspective, Intel does not have credibility as a provider of mobile technology and is not seen as a supplier who can be flexible and nimble enough for such a fast-paced industry. Internally, CTS employees relies solely on Intel’s employee communications, hence employees could miss important information or feel isolated. The methodology used in the study was interviews questionnaire, and follow-up focus groups.

The research finding indicated that the communication between work groups needs to improve. From the study findings the researcher concluded that Customer Technology Support is a well-run organization with good management and high levels of employee engagement. The communication culture is strong, but needs to be fine-tuned to be more effective.

As Muchow, (2013) noted the study is limited and should not be considered all-encompassing based on the amount of time available to conduct research and perform the audit. In addition, the study research by Muchow, (2013) is on both the internal and external communication. The current study gave the required time for the study and is specific to the internal organizational communication practice at Hibret Bank Head Office.

Carter,(2007) carried out a research on An Internal Communications Analysis of a U.S. Credit Reporting Agency using internal communication audit as a research technique. The study assessed the internal communication at Equifax and how the salesperson's satisfaction of the company's electronic sales communications related to perceived productivity. This study specifically explored the internal communication needs of a business-to-business sales division within a major U.S. credit reporting agency. The research methodology used is quantitative research method. Questionnaire has been used to collect data to the study and the questionnaire is sent electronically.

The research finding indicated that satisfaction with communication efficiency positively correlated with perceived productivity where communication influenced job completion. The salespeople more satisfied with efficiently finding resources that are referenced in email messages. As indicated by Carter, (2007) the study used only questionnaire or quantitative method and the study are limited to a division in the company which is a gap in the study. In addition the lesser time given to respondents has compromised the quality of the research result. As stated in the study the lengthy research questions have also discouraged respondents. The current study used mixed method which generated more quality results than the study mentioned and covers the entire internal communication which resulted in more comprehensive and applicable result or finding.

Quine and Hargie, (2004) applied a validated audit methodology and examined the position of internal communications within the Royal Ulster Constabulary. The study is conducted taking the case of the changes that occurred in a police organization, symbolic change of name, along with the operational and administration changes.

The statement of problem of the study is that problems are exacerbated by the mode of communication found in the studied police organization which relies on the traditional supervisor/subordinate relationship which in turn created information distortion. Lack of consultation and poor communications have been listed and the need for good communication has been identified. The lack of research or establishment of communication strategies in UK police organisations has also been highlighted. The research methodology employed in the study is triangulation. Face to face interviews, Questionnaires and Critical Incident Analysis are employed for the study purpose.

The major finding of the study is that members involved at the point of service delivery have strong desire for more information. In addition, there was a clear need for more openness, directness and contact within the organisation particularly with senior

management. It is also indicated in the study that there is a communication gap between management and the officer on the street.

Quine and Hargie, (2004) mentioned the limitation of the study as restricted to sub divisional level. Hence, it is difficult to generalize the result to the broader organization. The current study is done on the entire internal organizational communication of Hibret Bank Head Office. Hence, it helps to induce the result to the boarder organization.

2.10. Theoretical Framework of the Study

2.10.1. Systems Theory

The main purpose of dealing with internal organizational communication from systems perspective is the fact that communication impacts the whole systems within the company and the interaction within an organization should be integrated to achieve internal organizational communication.

Miller, (2003) argues that Systems Theory best suited to understand internal organizational communication since the theory is goal seeking, recognizes input and output and sees communication as an important component of the organization. The theory helps to see the internal organizational communication in more holistic manner. Moreover, systems theory sees the interdependence within the organization and also considers communication as a fundamental element of the entire business.

System theory also helps to greatly understand interdependency between systems within an organization and give a clear insight in to the communication process within an organization. Many researchers in the field of internal organizational communication used system theory as theoretical basis. System theory shows the overall internal organizational communication and its effect on the effectiveness of an organization. The concepts of information exchange and interdependence have also been given a due concern in system theory.

Katz and Khans as cited by Miller, (2012) stated that organizations should be seen as complex open systems that require interaction between parts within an organization and outside the organization. Hence, organizations should be viewed as systems that operate for a common goal and objective. The systems within the organization should be integrated so that the organizations achieve its goals. When dealing with organizational

issues viewing the organization as a system will also help to meet the intended objective.

Researchers in internal communication studies took the system metaphor of biological organisms to understand how organizations work. There is a metaphoric concept within the system theory that sees organizations like an organism. The basis of System theory for organizational communication is this metaphoric concept. System theory helps to understand the nature of the components within the system, the nature of the system process and the properties that emerge from the conceptualization of organizations as interdependent and open sets of interacting components.

As cited in Walton (2003), Gruing argued that internal organizational communication can be best understood using system theory since it shows how complex the organization and help gain understanding about the communication process within an organization. In order to have a clear picture of the organization examining its systems is important. Moreover, System theory became the choice of many researchers in the field of communication because it shows the interrelation between systems within an organization and the integration between the systems in an organization. In this respect system theory is playing an important role in the field of communication.

As indicated in 2.6 of the current study the objective Communication audits is to see the gaps by exploring, examining, monitoring and evaluating the communication practice of an organization. In this regard the system theory consulted helped to see the way communication channel and the information flow within an organization should be structured as a system for effective internal organizational communication. The variables mentioned above are also the main components within the adopted hybrid scale of communication satisfaction questionnaire developed by Gebru, (2013). System theory also helped to see and predict the communication flow and channels within Hibret Bank Head Office and ways to enhance the internal organizational communication.

Hence, the system theory best fits the study. Therefore, the current study consulted system theory to see the overall internal organizational communication within Hibret Bank Head Office and thereby examine and evaluate the internal organizational communication.

2.10.2. Human Relations Theory

This theory is important for the study as it sees organizational effectiveness from human element and communication satisfaction side. According to the proponents of this theory organizational performance is dependent on employee communication. Human relation theory views communication as all rounded including downward, upward and horizontal directions. So this theory helps see internal organizational communication from all directions.

The relevance of this approach to the audit is that it gives emphasis to the role of employees in the internal organizational communication effectiveness of an organization. In addition, seeing the internal organizational communication from this perspective helps the leadership to make an informed decision within the organization. According to Lunenburg & Ornstein, (2012) attitudes, relationships, feelings of belonging, interpersonal skills, participative decision-making and effective communication play a key role in the performance and effectiveness of an organisation. Manjo, (2016) also noted that leadership style and communication play a pivotal role in workers satisfaction and productivity. Hence, Human relation theory gives an insight in to the internal communication behaviour of an organization.

The approach recognizes the importance of internal organizational communication and emphasized the role of the management, employees and sees communication between employees as critical element for the success of the organization. The Human relation theory relates productivity or success within an organization with effective internal organizational communication and notes that output increases when workers are well informed and communicated about various decisions and their participation in decision-making brings better results. The theory proponents call for two way communication for successful internal organizational communication.

Since auditing internal organizational communication includes an all rounded assessment i.e. communication channels, message, direction of communication flow and factors affecting the effectiveness of internal organizational communication the human relations approach helps to get an understanding of the internal communication of the organization.

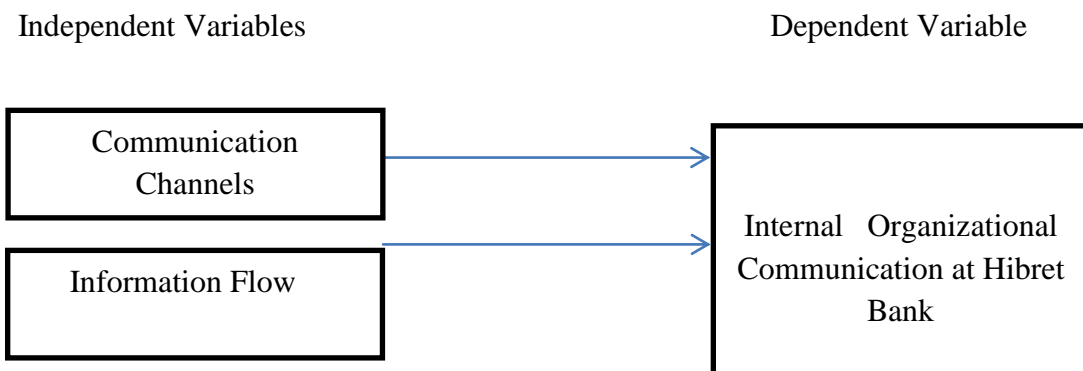
Moreover, the human relations approach focuses on the importance of personal communication and underlined the need for both upward and horizontal communication. In this regard the consulted human relations theory is relevant since it highlights the role

of communication channels, information flow, employees and leadership for the effectiveness of internal organizational communication. Hence, it is the most appropriate theoretical foundation for the current study. In addition, the principal components of the adopted hybrid scale of communication satisfaction questionnaire developed by Gebru, (2013) are also the principal concern areas that have been given focus in the human relation theory.

2.11. Conceptual Framework

Conceptual framework is a representation of the relationship between variables. It is the structure the researcher believes best express the thing to be studied. The conceptual framework shows how the research problem would be explored. It also shows the relationship between the main concepts in the study. According to Grant and Osanloo, (2014) conceptual framework is a visual aid of how the variables relate to each other. The relation between the independent variable and the dependent variable is that the independent variables influence the dependent variables.

As stated by Gebru,(2013) age, gender and status are also variables in the adopted hybrid scale of communication satisfaction questionnaire developed. The researcher selected communication channels and information flow as variables in the adopted hybrid scale of communication satisfaction questionnaire for the specific purpose of the study.



2.11.1. Internal Organizational Communication

Internal organizational communication is establishing relationships within an organization using various communication techniques and channels to make members of an organization motivated, linked and contribute to the achievement of organizational goals and objectives. It is also aimed at expanding information access and enhances organizational culture. The internal organizational communication deploys various

means through which employees are motivated and unity is created between employees whereby organizational goals gain acceptance.

Moldovan, (2010) noted that any decision in an organization is made based on information flow. Hence, employees and the management should give a due concern for their communication be it upward, downward or horizontal. Different communication role are carried out by employees and the management based on their involvement in the decision making process.

2.11.2. Communication Channel

The key to effective internal organizational communication is selecting the right channel through which the intended message will be sent. Selecting the appropriate channel that best fits the goal and objective of the communication is critical. With regard to internal organizational communication reaching every employee is essential. Hence, choosing the right channels that best help reach each and every employee with the message should be a priority. Selecting channels help break down the barriers with regard to geography, technology and emotion. According to Grunberg,(2010) in order to achieve individual or organizational goals the communication channels used should be effective. It is also possible to understand the employee's selection by the channel they use for communication.

2.11.3. Information Flow

Information in organization flows in different directions. The fundamental directions are upward, downward and horizontal communications. The difference in the directions of communication is dependent on functions and other factors like position of the employee within the organization.

Downward Communication

Downward communication is hierarchical communication which emanates from top management towards employees. This type of communication occurs when there is a need for job related instruction, provision of directions and to give feedback on tasks. In this direction of communication procedures, rules and amendments are communicated from the top management to employees.

Upward Communication

Upward Communication is a communication direction in which lower level employees can communicate directly with the top management in the organization which is intended in giving feedback, forward complaint about job related issues and suggest improvement with regard to the organization. It encourages employee engagement and participation and motivates met organizational goals and objectives

Horizontal Communication

Horizontal Communication which is sometimes called lateral communication occurs between employees and departments that are in the same level within the organization. This direction of communication helps strengthen team work and employee's problem solving skill will be improved. This direction of communication creates unity in an organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter comprehensively discusses the research design and the methodology used to investigate the phenomenon under study, i.e. auditing communication in the banking industry. The sections critically discussed and presented in this chapter includes research paradigm, research method and its corresponding design, and method of data collection, types of data, sample frame, sampling method, sampling size and data analysis procedure. Furthermore, the issues of validity and reliability are the focuses of this chapter. Accordingly, the discussion begins with research paradigm that guided the methodology of the current study.

3.2. Research Paradigm

The research paradigm that is used in this research study is pragmatism. According to Morgan (2007) pragmatism can be used as a philosophical underpinning for mixed research studies since it focuses on the research problem and uses pluralistic approaches to drive knowledge about the problem. The pragmatism research paradigm applies to mixed method researches in that inquiries draw liberally from both quantitative and qualitative methods. Since pragmatism do not see the world as an absolute unity it goes with mixed methods research's that look to many approaches for collecting and analysing data rather than subscribing to only one way.

The other important point where pragmatism and the mixed research method coincide is that pragmatism look to how and what of the research and mixed research method also provides rational for mixing why quantitative and qualitative data. Hence, this study employed pragmatism as a research paradigm.

The research approach for this study is mixed research method. According to Creswell, (2014) mixed research methods employ both quantitative that includes closed ended responses and qualitative method that tends to be open ended. The concept of mixing different methods originated in 1959 when Campbell and Fisk used mixed method to study validity of psychological traits. There are three types of mixed method designs.

- Sequential mixed methods: in this research method the researcher supports the findings of one research method with the other research method. The researcher can start with either the quantitative or the qualitative method.

- Concurrent mixed methods: In this research method the researcher merges both quantitative and qualitative methods in order to give inclusive analysis of the research problem. The researcher collects the data at the same time and mixes the results and interprets the results. In this research method the qualitative addresses the process and the quantitative addresses the outcome.
- Transformative mixed methods: In this research method the researcher uses theoretical perspective as the main framework to collect data using sequential and concurrent approach.

3.3. Research Design

The research design used for this research study is sequential mixed method. According to Creswell, (2014) in Sequential mixed method procedures the researcher supports the finding of one research method with the other. For this research purpose primary data is first collected using a quantitative method followed by qualitative method. From quantitative research method Adopted hybrid scale of communication satisfaction questionnaire and from qualitative research method in-depth interview is used.

In this study descriptive statistics is used to address the research questions. Descriptive statistics helps to describe the basic features of the data by providing summary of the sample. Descriptive statistics is the basis for quantitative analysis of the data. With descriptive analysis the researcher described the data using charts and graphs statistics. The quantitative method is applied to answer the research questions with regard to the effectiveness of the internal organizational communication practice at Hibret bank, the level of information flow and the communication channels used. The qualitative research method is used to support the above points and in addition to answer the research question in relation to the weakness and strength of the internal organizational communication practice at Hibret Bank Head Office.

Since the objective of the study is to assess the internal organizational communication practice at Hibret Bank Head Office the use of sequential mixed methods helped to induce quality results that shown the situation with regard to the internal organizational communication of the bank. Hence, for this research purpose Sequential mixed methods is employed.

3.4.1. Questionnaire Survey

The main purpose of the questionnaire is to know the attitudes, opinions and perceptions of the employees of Hibret Bank Head Office concerning the internal organizational communication. Hence, the researcher used the adopted hybrid scale of communication satisfaction questionnaire designed by Gebru, (2013).

The survey is administered sending selected staffs the questionnaire and collecting from the respondents in hard copy. The questionnaire includes demographic information, internal communication questions, communication flow and questions of communication Channels.

3.4.2. In-depth Interview

In-depth interview method helps get detailed information about the study topic. With this research method the respondent's point of view, experiences, feelings, and perspectives will be explored. The interview is structured and is conducted with list of questions. The interview helps to carry out a comprehensive internal communication audit. The results of the interview has been summarized and grouped into themes. According to Roultsen, (2001) thematic analysis is a method to identify, analyse, describe a data and interpret the data. Thematic analysis is also helpful because of its flexibility. Thematic analysis is flexible and captures the data that is important to the research question in a patterned manner.

As Braun & Clarke, (2006) noted thematic analysis is the process of identifying patterns or themes within qualitative data. The main goal of thematic analysis is to identify themes that are important to address the research questions. Thematic analysis makes sense of the data collected using the in- depth interview. There are 6 steps in thematic analysis.

1. **Became Familiar with the data:** The first step is for the researcher to become familiar with the data collected. This requires reading and rereading the data collected using the interview.
2. **Generate Initial Codes:** in this step the researcher organizes the data collected in to meaningful codes. The researcher codes based on the research questions in the study.
3. **Search for themes:** the third step is capturing significant points within a data that are helpful in relation to the research questions.

4. Review themes: the fourth step in thematic analysis is reviewing the themes developed in step three. In this step data's that have relevance with theme will be placed under the themes developed.
5. Defining Themes: defining the essence of each theme is important. In this step the researcher identifies how the themes relate to each other.
6. Writing Up: the six step in thematic analysis is writing up. In this step the data refined based on themes are written.

In this study the researcher applied the steps in thematic analysis.

Representative number of 4 Chief Officers whose works is the most communicative in nature is selected to get an insight of the management perceptions towards the internal organizational communication at Hibret Bank Head Office. The interview is structured and is conducted with list of questions. The inherent limitation of in-depth interview is that it is time consuming and the results are difficult to code or interpret using numbers.

3.4.3. Pilot Study

The researcher made a pilot study of the questionnaires on 15 Employees who will not be included in the study and checked whether the adopted hybrid communication satisfaction questionnaire is fit for the study purpose. Based on the pilot study result the questionnaire can be used for the study purpose since all of the respondents are comfortable with questions in the questionnaire. From the pilot study the 15 respondents have fully responded to all the questions and with regard to internal communication questions majority of the respondent are not happy with the internal communication, the information flow and the communication channels used in the bank. Hence, the questionnaire is found to be valid to measure the variables stated in the conceptual framework. Pilot study responses did not result in any changes made to the final survey instrument

Since the questionnaire respondents were comfortable in responding to the questions and the responses clearly show the internal communication situation, the information flow and the channels situation no variable is added or subtracted. The in-depth interview questions were also tested selecting three respondents. Since the interview questions are found to be clear to the interviewees on the pilot, the questions have been used as they are in the study.

3.4.4. Validity and Reliability of the Study

According to Creswell, (2014) validity refers whether one can draw meaningful and useful inferences from scores on particular instruments. This study employed adopted hybrid communication satisfaction question by Gebru, (2013). The communication satisfaction questionnaire underwent different validity and reliability tests during development as clearly stated by Gebru, (2013). To address the content validity a two-step procedure by Tojib and Suglanto, (2006) is used by the researcher. During the development of the hybrid communication satisfaction questionnaire literature was reviewed and communication scholars are communicated and experts agreed the elements in the questionnaire tapped the elements of the universe of communication satisfaction.

Furthermore, for this research purpose the researcher has made a pilot study where participants were asked about survey completion time, question clarity and applicability, and were also asked to provide additional comments or concerns regarding the survey instrument. The respondents are found to be comfortable with the elements of the questionnaire. Moreover, the instrument has also been tested for reliability as measured using coefficient alpha was generally high. It was $\alpha = .93$ for the relational construct, .87 for the informational dimension and .94 for the new measure as a whole as indicated on Gebru, (2013).

Reliability is about the consistency of a measure while validity is about the accuracy of a measure. Hence, the researcher tested the validity and consistency of the research method during the pilot study. The test shows the methods used are valid and reliable to the study purpose. To evaluate the reliability of the scale of construct and dimension of each construct Cronbach alpha has been employed. According to Hair,(2006), if α is greater than 0.7, it means that it has high reliability and if α is smaller than 0.3, then it implies that there is low reliability. As indicated on Table 3.1 Reliability scale was 0.731. This means that it has high reliability

Table 3.1.

Reliability Statistics

Cronbach's Alpha	N of Items
.731	17

3.5. Method of Data Collection

The study used both qualitative and quantitative data collection method. From quantitative survey or questionnaire and from qualitative methods in-depth interview was used in the study.

3.6. Sampling Method

In this study random sampling is used to create an equal opportunity and independent chance to the sample. Random sampling is chosen because it is free from subjectivity, personal error and it provides appropriate data for the specified purpose of the study. Random sampling is also important since the observation of the sample can be used for inferential purpose. Random sampling is helpful to calculate the probability and the sampled attribute is applied to whole population. The disadvantage of random sampling method is that the inferential accuracy of the finding depends upon the size of the sample. In order to fill the gap the researcher used Solvin's formula considering the level of acceptance of margin of error 7% and 93% level of confidence.

The sample frame of the study is the employees at Head Office of Hibret Bank. The total number employees working at the headquarters of Hibret bank are listed below.

No	Offices	Number of Employees		Total
		Male	Female	
1	CEO Office	1	2	3
2	Senior deputy CEO	1	2	3
3	Deputy CEO Business Operations	-	2	2
4	Deputy CEO Corporate Services	1	2	2
5	Chief Credit Office	16	18	34
6	Chief Finance Office	23	31	54
7	Chief Human Capital Office	19	18	37
8	Chief Information Office	59	30	89
9	Chief Internal Audit Office	16	13	29
10	Chief Retail Banking Office	21	22	43
11	Chief Strategy and Transformation Office	7	4	11
12	Chief Trade Finance Office	13	14	27
13	Chief Risk and Compliance Office	9	2	11
14	Chief Customer Relations Office	12	10	22
15	Corporate Banking Department	6	4	10
16	Engineering Department	10	4	14
17	Facilities Department	31	24	55
18	Interest Free Banking Department	7	2	9
19	Procurement and Procurement Contracts	14	7	21
20	Legal Department	10	2	12
	Security Division	29	4	33
Total				600

Source: Human Resource Department

Purposive sampling method is used to select the interviewees for the in-depth interview in order to get quality and accurate information. Since purposive sampling helps to select individuals who have direct relation with the case under study it enabled to get useful data to the current study.

Representative number of Chief Officers whose works is the most communicative in nature is selected to get an insight of the management perceptions towards the internal organizational communication at Hibret Bank Head Office. The interview is structured and is conducted with list of questions. The inherent limitation of in-depth interview is that it is time consuming and the results are difficult to code or interpret using numbers.

3.8. Data Analysis Procedure

3.8.1. Quantitative Data Analysis Procedure

According to Gill and Johnson, (2002) descriptive statistical analysis is concerned with numerical description of a particular group observed. In descriptive analysis the data collected will be interpreted in to a meaningful and significant data. In this analysis type characteristics of the sample and the relationship between variables will be described. It also shows how the values of a variable are distributed. More importantly the relationship, the degree of association and the relationship of the variables in the collected data is understood using descriptive analysis. In the current study descriptive analysis is used to understand the relationship between the variable in the collected data. As clearly indicated in the results and findings part the relationship between information flow, communication channels and the internal organizational communication is clearly shown using descriptive analysis.

In this study descriptive method of analysis are used to analyse the quantitative data. The data collected is cleaned, coded and inserted for analysis so that duplication of answers or missed questions is filtered before data analysis. The pre coded data's that are sorted and analysed using SPSS (version 20.0).

3.8.2. Qualitative Data Analysis Procedure

Qualitative data that is collected through in-depth interview that is recorded through audio recorder and transcribed and sorted in to themes so that the responses are presented based on the research objectives.

Based on Braun & Clarke (2006) procedure of thematic analysis the researcher identified the interview results in to themes that enabled to address the research questions. The researcher read and reread the collected data from the in-depth interview so that familiarity with the collected data is created. Based on the research questions and the structured interview initial codes are generated and significant points within the collected data are identified and themes are developed. The data's that have relevance with the identified theme are placed and reviewed. Moreover, themes have been defined and how the themes relate to each other is identified. Finally, the data refined based on the themes are written.

3.9. Ethical Considerations

Before the questionnaire is distributed and interview is made consent of the participants has been requested and full information about what it means for them to take part is clearly stated. The researcher used a data collected from staffs of Hibret Bank Head Office. Both during the questionnaire and in-depth interview respondents have been clearly informed about the purpose and goal of the research. There was no undue influence on the participants to consent. Based on the five principles identified by Mack, (2005) the researcher disclosed who he is and why he is there and briefly explained the purpose of participating in the research and what it means to the participants and found consent from the respondents. Moreover, respondents were asked for their willingness and were informed about the confidentiality of their responses. The researcher also conducted the in-depth interview within the offices of the interviewees for convenience purposes. The respondents and interviewees have fully consented and cooperated during the questionnaire and interview as well.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1. Chapter Preview

In this section of the study report the analysis and interpretation of the results gathered from the adopted hybrid communication satisfaction questionnaire and the in-depth interview is presented. As indicated in chapter three of the research the research design used is sequential mixed method. Hence, the research approach used to present study result is sequential. This chapter includes the demography of the respondents, the response from the questionnaire and the in-depth interview. The data obtained from the questionnaire is presented in table, graphs and pie charts. The main objective of the study was to assess the internal organizational communication practice at Hibret Bank Head Office.

4.2. Data Presentation and Analysis of Quantitative and Qualitative Data

4.2.1. Data Presentation of Quantitative Data

In this part of the study the data gathered from the adopted hybrid communication satisfaction questionnaire is presented. The study result in this part of the research is used to answer the research question one which states how effective the internal organizational communication practice at Hibret Bank Head Office.

4.2.1.1. Background Information from the respondents

One hundred fifty-two questionnaires were distributed to respondents and from the 152 questionnaires 141 have been returned and the response rate is 92.8%. From the 141 returned questionnaires 138 were valid with complete answers. The demographic characteristics included age, sex, level of education and experience. The response rate is very good. From the demographic data it is understood that majority of the respondents worked for more than 2 years within the bank. Table 4.1 below shows the background information of respondents.

Table 4.1 Background of Respondents

Respondents distribution by Sex	Frequency	Percent
Male	75	54.3
Female	63	45.7
Respondents Distribution by Education		
Diploma	7	5.1
Degree	90	65.2
MA/Msc	41	29.7
Respondents Distribution by Age		
18-30	35	25.4
31-40	88	63.8
41-50	15	10.9
Respondents Distribution By Experience		
<5years	69	50.0
5-10years	59	42.8
11-15years	10	7.2

Source: Survey Result, 2022

As indicated on the table 4.1 from the respondents 54% are Male and 45.7% are Females. From the total respondents 65.2% are BA degree holders, 29.7% MA/MSC and 5.1% are Diploma holders.

4.2.1.2. Descriptive Statistics Presentation Frequency and Percentage of Internal Communication

Table 4.2. Extent to which I trust my colleagues

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	20	14.5	14.5	14.5
Dissatisfied	32	23.2	23.2	37.7
Slightly Dissatisfied	17	12.3	12.3	50.0
Neither Satisfied Nor Dissatisfied	4	2.9	2.9	52.9
Slightly Satisfied	33	23.9	23.9	76.8
Satisfied	24	17.4	17.4	94.2
Very Satisfied	8	5.8	5.8	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

As presented in Table 4.2 concerning the issue of trust of a colleague 14.5 % of the respondents are very dissatisfied with regard to trust of colleagues while 23.2% of the respondents are dissatisfied. About 12.3 % of the respondents are slightly dissatisfied. From the respondents only 4% fall in the scale neither satisfy nor dissatisfied while 23.9 % are slightly satisfied with the extent of trust with their colleagues. 17.4% of the respondents are satisfied with the extent they trust their colleagues. In general, about 50% of the respondents are dissatisfied with the extent to trust of colleagues in the work environment. This shows the trust between colleagues within the work environment is relatively low.

According to Dolphine (2005) the role of internal organizational communication is building trust, creating employee relations and providing timely information to employees. In this regard the dissatisfaction of employees and lack of trust shows there is a gap in the internal organizational communication in the bank. Moreover, employees with low level of trust tend to hide information from their colleagues which will affect the flow of information between colleagues. The data clearly show the trust level between colleagues is low.

Table 4.3. Extent to which I trust my supervisor

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	24	17.4	17.4	17.4
Dissatisfied	69	50.0	50.0	67.4
Slightly Dissatisfied	9	6.5	6.5	73.9
Neither Satisfied Nor Dissatisfied	1	.7	.7	74.6
Slightly Satisfied	20	14.5	14.5	89.1
Satisfied	15	10.9	10.9	100.0
Very Satisfied				
Total	138	100.0	100.0	

Source: Survey Result, 2022

As indicated in Table 4.3. 17.4 % of the respondents are very dissatisfied while 50% are dissatisfied and 6.5% are slightly dissatisfied towards the trust they have to the supervisors. Only 0.7 % of the respondents are neither satisfied nor dissatisfied with the trust they have to their supervisors while 14.5% are slightly satisfied and 10.9% are

satisfied. The above figure shows that nearly 74% of the respondents do not have trust to their supervisors. The trust level is very low in the work environment.

According to the data table 4.3 it is visible that the trust between colleagues and supervisors is low. Hence, it clearly affects the internal organizational communication. Since trust is the basis for free flow information lack of trust will obstruct the flow of information and internal organizational communication. Lack of trust is created because of inefficient and irregular communication and absence of transparency. The employee's perception in this regard shows the trust is weak and this in turn indicates inefficiency in internal communication and lack of transparency. Carroll (2006) argues that if management does not demonstrate honesty, transparency, genuine caring, supportiveness and a willingness to listen, employees will end up with less trust in management. Gavin and Mayer (2005) also argued that internal organizational communication affects trust between employee and managers.

Table 4.4. Extent to which I receive recognition of my efforts.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	16	11.6	11.6	11.6
Dissatisfied	65	47.1	47.1	58.7
Slightly Dissatisfied	18	13.0	13.0	71.7
Neither Satisfied Nor Dissatisfied	14	10.1	10.1	81.9
Slightly Satisfied	11	8.0	8.0	89.9
Satisfied	12	8.7	8.7	98.6
Very Satisfied	2	1.4	1.4	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

With regard to receiving recognition to their efforts 11.6% of the respondents are very dissatisfied while 47.1% are dissatisfied and 13% are slightly dissatisfied. From the total respondents 10.1% are neither satisfied nor dissatisfied with issue of recognition to their efforts. As indicated in table 4.4. 8% of the respondents are slightly satisfied with the recognition given to the efforts they exert while 8.7% are satisfied and 1.4 are very satisfied. From the above figures 71.7% of the respondents do not feel they are recognized for their efforts.

Majority of the respondents feel that they are recognized for their efforts. Recognition and praise are motivators for productive workplace. According to Baumruk (2006) recognition is one of the variables that promote employee engagement. Employees who do not feel recognize for their effort are less engaged and less productive in the workplace. Hence, it can be deduced from the figure that the recognition level is low and this in turn will promote low productivity in the workplace.

Table 4.5. Extent to which the social information communication is active in my workplace

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	11	8.0	8.0	8.0
Dissatisfied	64	46.4	46.4	54.3
Slightly Dissatisfied	8	5.8	5.8	60.1
Neither Satisfied Nor Dissatisfied	22	15.9	15.9	76.1
Slightly Satisfied	18	13.0	13.0	89.1
Satisfied	15	10.9	10.9	100.0
Very Satisfied				
Total	138	100.0	100.0	

Source: Survey Result, 2022

As shown on Table 4.5. 8% of the respondents perceive that social information communication in the workplace very dissatisfying while 46.4% feel dissatisfied and 5.8% feel slightly dissatisfied. From the respondents 15.9% are neither satisfied nor dissatisfied. As indicated on table 4.5. 18% are slightly satisfied, 10.9% are satisfied with the extent of social information communication in the workplace. From the total respondents 60.4% are dissatisfied with the extent of the social information communication in the workplace.

According to table 4.5 majority of the respondents are dissatisfied with the extent of the social information in the workplace. This shows that information flow is not satisfactory in the workplace and employees perceive that the flow of information is not adequate. This means the information flow, the communication channels that include the speaking, listening and the overall communication process is not satisfactory.

Table 4.6. Extent to which communication in the organization makes me identifies with it or feels a vital part of it.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	6	4.3	4.3	4.3
Dissatisfied	55	39.9	39.9	44.2
Slightly Dissatisfied	5	3.6	3.6	47.8
Neither Satisfied Nor Dissatisfied	45	32.6	32.6	80.4
Slightly Satisfied	23	16.7	16.7	97.1
Satisfied	4	2.9	2.9	100.0
Very Satisfied				
Total	138	100.0	100.0	

Source: Survey Result, 2022

As shown in Table 4.6 4.3% of the respondents are very dissatisfied with the extent to which communication in the organizations makes them feel as vital part. Whereas 39.9% are dissatisfied and 3.6% are slightly dissatisfied. From the total respondents 32.6 are neither satisfied nor dissatisfied while 16.7 are slightly satisfied and 2.9% are satisfied with the extent to which communication in the organizations makes them feel as vital part. From the figure it can be understood that majority of the respondents (47.8%) are not happy with the extent to which communication in the organizations makes them feel as vital part.

Table 4.7. Extent to which my workplace communication motivates me to meet its goals.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	15	10.9	10.9	10.9
Dissatisfied	61	44.2	44.2	55.1
Slightly Dissatisfied	11	8.0	8.0	63.0
Neither Satisfied Nor Dissatisfied	20	14.5	14.5	77.5
Slightly Satisfied	25	18.1	18.1	95.7
Satisfied	6	4.3	4.3	100.0
Very Satisfied				
Total	138	100.0	100.0	

Source: Survey Result, 2022

With regard to the extent to which workplace communication motivates to meet goals 10.9% of respondents are very dissatisfied 44.2% are dissatisfied and 8% are slightly dissatisfied. As indicated in table 4.7. 14.5% of the respondents are neither satisfied nor dissatisfied whereas 18.1 are slightly satisfied and 4.3% are satisfied with the extent workplace communication motivates to meet goals. In general, 63.1% of the respondents feel that work place communication do not motivate them to meet goals.

The figure on table 4.7 shows that majority of the respondents do not feel communication motivates them to meet goals. This indicates a gap in the internal organizational communication. According Purol and Wosik (2007), effective internal communication motivates employees to meet goals while ineffective internal communication creates decrease in motivation which in turn leads to work inefficiency and promotes negative internal images.

Table 4.8. Extent to which communication practices are flexible to suit organizational emergencies

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	11	8.0	8.0	8.0
Dissatisfied	75	54.3	54.3	62.3
Slightly Dissatisfied	12	8.7	8.7	71.0
Neither Satisfied Nor Dissatisfied	29	21.0	21.0	92.0
Slightly Satisfied	6	4.3	4.3	96.4
Satisfied	5	3.6	3.6	100.0
Very Satisfied				
Total	138	100.0	100.0	

Source: Survey Result, 2022

According to table 4.8. 8% of the respondents are very dissatisfied with the flexibility of communication practices to suit organizational emergencies. 54% are dissatisfied and 8.7 are slightly dissatisfied with the flexibility of communication practices to suit organizational emergencies. 21% are neither satisfied nor dissatisfied while 4.3% are slightly satisfied and 3.6% are satisfied with the extent to which communication

practices are flexible to suit organizational emergencies. From the figure in table it can be induced that 70.7% are dissatisfied with regard to the flexibility of communication practices to suit organizational emergencies.

Table. 4.9. Extent to which employees in this organization have great ability as communicators

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	6	4.3	4.3	4.3
Dissatisfied	41	29.7	29.7	34.1
Slightly Dissatisfied	19	13.8	13.8	47.8
Neither Satisfied Nor Dissatisfied	27	19.6	19.6	67.4
Slightly Satisfied	23	16.7	16.7	84.1
Satisfied	15	10.9	10.9	94.9
Very Satisfied	7	5.1	5.1	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

According to table 4.9. 4.3% of the respondents are very dissatisfied with extent to which employees in the organization have great ability as communicators. 29.7 % are dissatisfied and 13.8% are slightly dissatisfied with the extent to which employees in this organization have great ability as communicators. From the total respondents 19.6% are neither satisfied nor dissatisfied with the extent to which employees in this organization have great ability as communicators. As indicated in the table 4.9 16.7% are slightly satisfied, 10.9% are satisfied and 5.1% are very satisfied with the extent to which employees in this organization have great ability as communicators. This indicates that majority of the respondents agree that employees in the organization do not have ability as communicators.

According to Sanchez & Guo (2005) Communicating effectively is an art and must be practiced effectively at workplace for better output and successful achievement of goals of an organisation. Employees Lack of ability as communicator will create in efficiency and hampers the achievement of goals of an organization. Majority of the respondents

perceive that employees do not have the ability as communicators which clearly show a communication gap or inefficiency in the internal organizational communication.

Brun (2010) argued that that every person’s communication skills affect both personal and organisational effectiveness. In this respect it can be concluded that employee’s inability as communicators in the workplace is in turn creating inefficiency in personal and organizational success.

Table 4.10 Extent to which I receive reports on how problems in my job are being handled

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	14	10.1	10.1	10.1
Dissatisfied	53	38.4	38.4	48.6
Slightly Dissatisfied	16	11.6	11.6	60.1
Neither Satisfied Nor Dissatisfied	12	8.7	8.7	68.8
Slightly Satisfied	17	12.3	12.3	81.2
Satisfied	21	15.2	15.2	96.4
Very Satisfied	5	3.6	3.6	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

As indicated in table 4.10. 10.1% of the respondents are dissatisfied with extent to which they receive reports on how problems in job are being handled. 38.4% of the respondents feel dissatisfied and 11.6% slightly dissatisfied with extent to which they receive reports on how problems in job are being handled. According to table 4.10 12.3% are slightly satisfied, 15.2% satisfied and 3.6% are very satisfied with extent to which they receive reports on how problems in job are being handled. From the figure it is understood that 60.9% of the respondents do not feel satisfied with extent to which they receive reports on how problems in job are being handled.

Majority of the respondents perceive that they don’t receive reports on how problems in job are being handled. This indicates the downward communication and employee-supervisor relationship is weak.

Frequency and Percentage of Information Flow

Table 4.11. Extent to which my supervisor listens and pays attention to me.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	12	8.7	8.7	8.7
Dissatisfied	46	33.3	33.3	42.0
Slightly Dissatisfied	25	18.1	18.1	60.1
Neither Satisfied Nor Dissatisfied	11	8.0	8.0	68.1
Slightly Satisfied	26	18.8	18.8	87.0
Satisfied	14	10.1	10.1	97.1
Very Satisfied	4	2.9	2.9	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

According to table 4.11. 8.7% of the respondents are very dissatisfied, 33.3% are dissatisfied and 18.1% are slightly dissatisfied with extent to which supervisor listens and pays attention. As indicated in the table 8% are neither satisfied nor dissatisfied with extent to which supervisor listens and pays attention while 18.8 are slightly satisfied, 10.1% satisfied and 2.9% are very satisfied with extent to which supervisor listens and pays attention. The figure shows majority of the respondents do not feel their supervisors listen and pays attention to them.

Keyton (2011) argued that if supervisors are unable to create an environment which promotes open and clear communication with employees, it can have negative repercussions on the work culture and the employee productivity. Hence, the majority of the respondent's perception that they do not feel their supervisors listen and pays attention to them is a clear indication that open and clear communication is not in place. This shows the flow of information is inefficient and the upward communication is not satisfactory.

Graph 4.1. Extent to which my supervisor listens and pays attention to me.

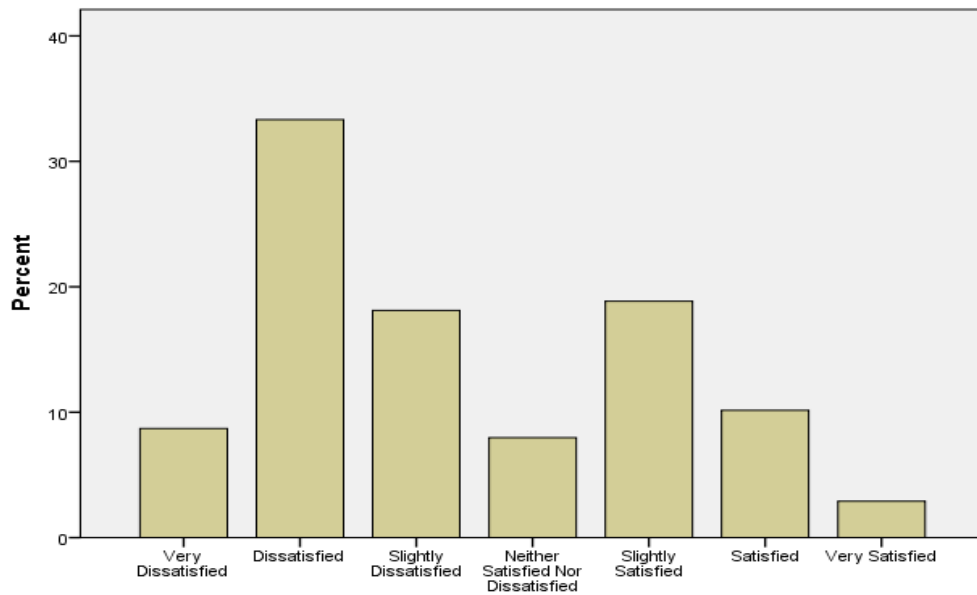


Table 4.12. Extent to which my supervisor offers guidance for solving job related problems

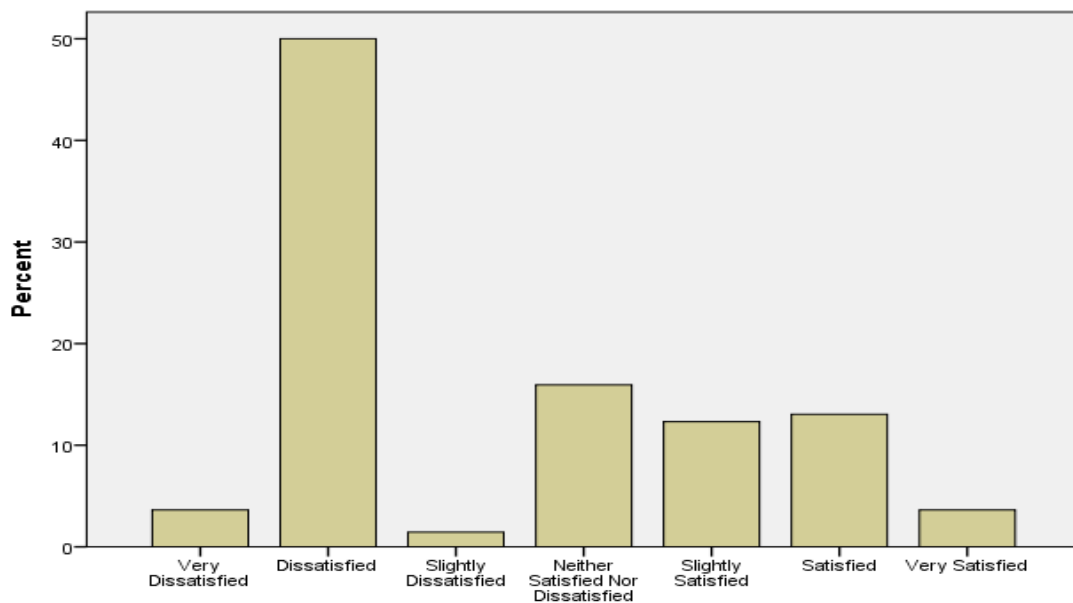
Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	5	3.6	3.6	3.6
Dissatisfied	69	50.0	50.0	53.6
Slightly Dissatisfied	2	1.4	1.4	55.1
Neither Satisfied Nor Dissatisfied	22	15.9	15.9	71.0
Slightly Satisfied	17	12.3	12.3	83.3
Satisfied	18	13.0	13.0	96.4
Very Satisfied	5	3.6	3.6	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

According to table 4.12. 3.6% are very dissatisfied with the extent supervisor offers guidance for solving job related problems, 50% feel dissatisfied and 1.4 slightly dissatisfied. As shown in the table 15.9% are neither satisfied nor dissatisfied with the extent supervisor offers guidance for solving job related problems. As indicated in the

table 12.3% are slightly satisfied, 13% are satisfied and 3.6% are very satisfied with the extent supervisor offers guidance for solving job related problems. From the figure it can be induced that most of the respondents feel they do not get guidance to job related problems.

Graph 4.2. Extent to which my supervisor offers guidance for solving job related problems



Source: Survey Result, 2022

Table 4.13. Extent to which communication with other employees at my level is accurate and free flowing

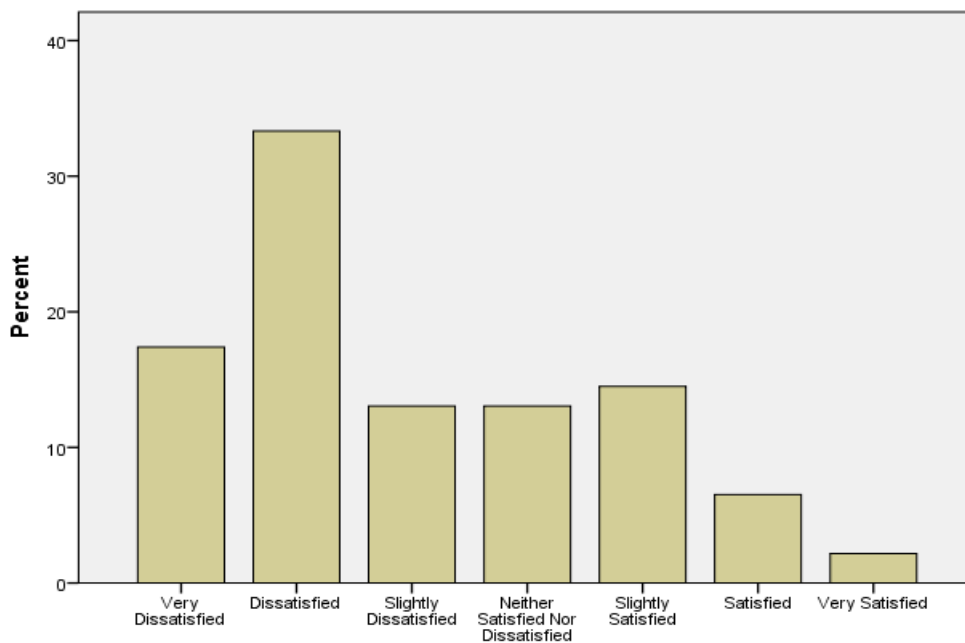
Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	24	17.4	17.4	17.4
Dissatisfied	46	33.3	33.3	50.7
Slightly Dissatisfied	18	13.0	13.0	63.8
Neither Satisfied Nor Dissatisfied	18	13.0	13.0	76.8
Slightly Satisfied	20	14.5	14.5	91.3
Satisfied	9	6.5	6.5	97.8
Very Satisfied	3	2.2	2.2	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

As shown in table 4.13 17.4% of the respondents are very dissatisfied with the extent to which communication with other employees at the same level is accurate and free flowing. From the total respondents 33.3% feel dissatisfied and 13% slightly dissatisfied with the extent to which communication with other employees at the same level is accurate and free flowing. Table 4.13 shows that 14.5% are slightly satisfied, 6.5 are satisfied and 2.2% are very satisfied with the extent to which communication with other employees at the same level is accurate and free flowing. Majority of the respondents think that the communication flow between employees of the same level is not accurate and free flowing.

The horizontal communication according to the data is inefficient. It can also be concluded that flow of information is inaccurate.

Graph 4.3. Bar Chart Extent to which communication with other employees at my level is accurate and free flowing Source:



Source: Survey Result, 2022

Table 4.14. Extent to which my supervisor is open to ideas

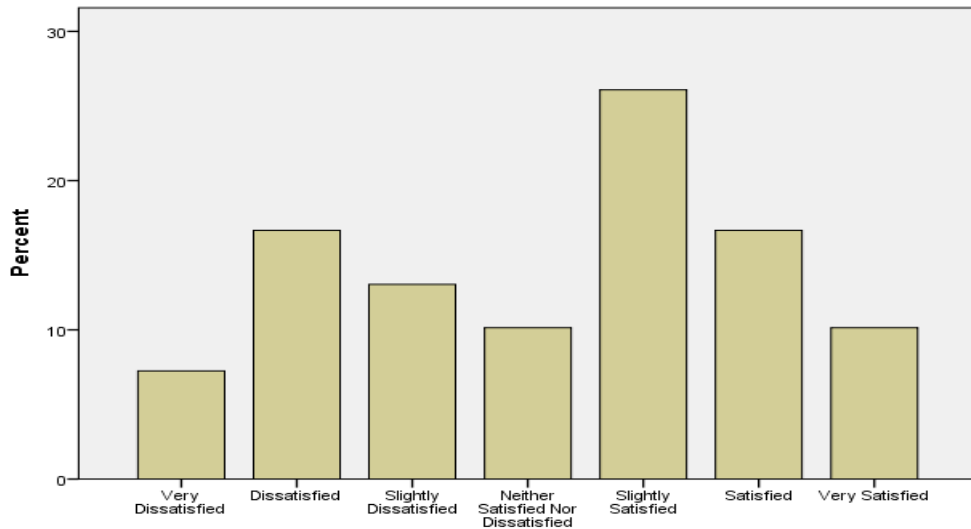
Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	10	7.2	7.2	7.2
Dissatisfied	23	16.7	16.7	23.9
Slightly Dissatisfied	18	13.0	13.0	37.0
Neither Satisfied Nor Dissatisfied	14	10.1	10.1	47.1
Slightly Satisfied	36	26.1	26.1	73.2
Satisfied	23	16.7	16.7	89.9
Very Satisfied	14	10.1	10.1	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

As indicated on table 4.14 7.2 % of the respondents are very dissatisfied , 16.7% are dissatisfied, 13% slightly satisfied with the extent to which supervisors are open to ideas. From the respondents 10.1% are neither satisfied nor dissatisfied, 26.1% are slightly satisfied, 16.7 are satisfied and 10.1% are Very satisfied the extent to which supervisors are open to ideas. From the table it can be understood that 52.9% which is more than half of the respondents feel that supervisors are open to ideas. It can be induced that the upward communication in the work place is neither efficient nor inefficient.

According to Greenberg and Baron (2008) Managers rely on upward communication to collect suggestions for improvement and new ideas. Lack of upward communication creates a loophole for improvement and new idea generation.

Graph 4.4. Extent to which my supervisor is open to ideas



Source: Own Study, 2022

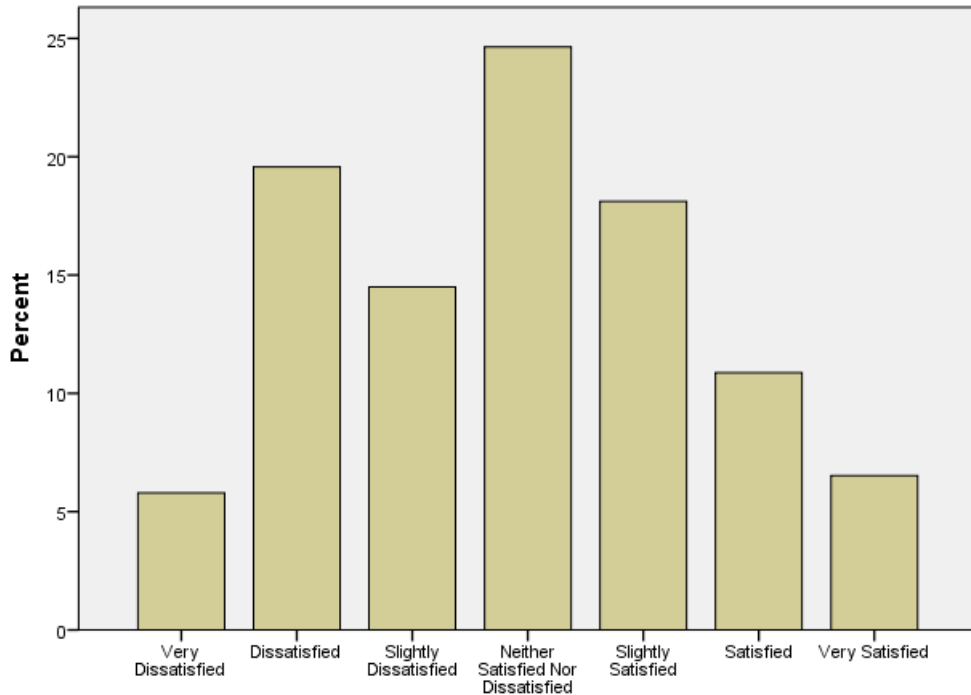
Table 4.15. Extent to which I feel free to disagree with my supervisor.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	8	5.8	5.8	5.8
Dissatisfied	27	19.6	19.6	25.4
Slightly Dissatisfied	20	14.5	14.5	39.9
Neither Satisfied Nor Dissatisfied	34	24.6	24.6	64.5
Slightly Satisfied	25	18.1	18.1	82.6
Satisfied	15	10.9	10.9	93.5
Very Satisfied	9	6.5	6.5	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

According to table 4.15. 5.8% of the respondents are very dissatisfied with the extent to which they feel free to disagree with their supervisor while 19.6% dissatisfied and 14.5 are slightly dissatisfied the extent to which they feel free to disagree with their supervisor. From the respondents 24.6 are neither satisfied nor dissatisfied, 18.1 are slightly satisfied, 10.9 are satisfied and 6.5% are very satisfied with the extent to which they feel free to disagree with their supervisor. From the response it can be induced that

majority of the respondents do not feel free to disagree with their supervisors. This indicates that the upward communication is weak and the communication environment doesn't allow or entertain disagreement and the internal organizational communication is characterized by fear to communicate disagreement.



Graph 4.5. Extent to which I feel free to disagree with my supervisor.

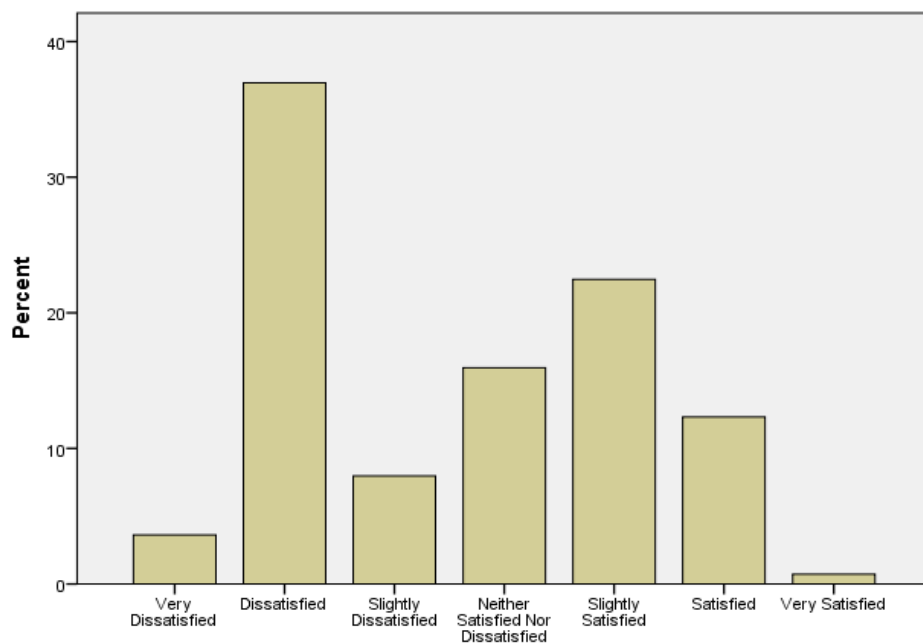
Table 4.16. Extent to which my managers/ supervisors understand the problems faced by staff.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	5	3.6	3.6	3.6
Dissatisfied	51	37.0	37.0	40.6
Slightly Dissatisfied	11	8.0	8.0	48.6
Neither Satisfied Nor Dissatisfied	22	15.9	15.9	64.5
Slightly Satisfied	31	22.5	22.5	87.0
Satisfied	17	12.3	12.3	99.3
Very Satisfied	1	.7	.7	100.0
Total	138	100.0	100.0	

Source: Survey Result, 2022

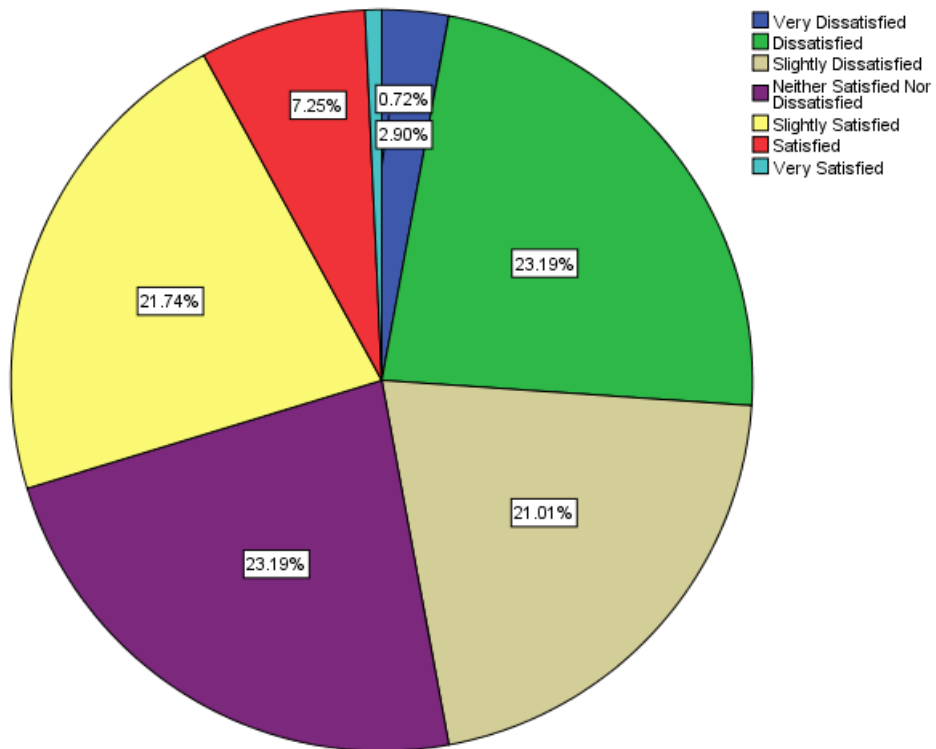
As indicated on table 4.16. 3.6% of the respondents are very dissatisfied, 37% are dissatisfied and 8% are slightly dissatisfied with the extent to which managers/ supervisors understand the problems faced by staff. From the respondents 15.9 are neither satisfied nor dissatisfied, 22.5 are slightly satisfied, 12.3 are satisfied and 0.7% are very satisfied with the extent to which managers/ supervisors understand the problems faced by staff. From the figure it can concluded that 48.6% of the respondents do not feel managers/ supervisors understand the problems faced by staff.

Graph 4.6. Extent to which my managers/ supervisors understand the problems faced by staff



Frequency and Percentage of Communication Channel

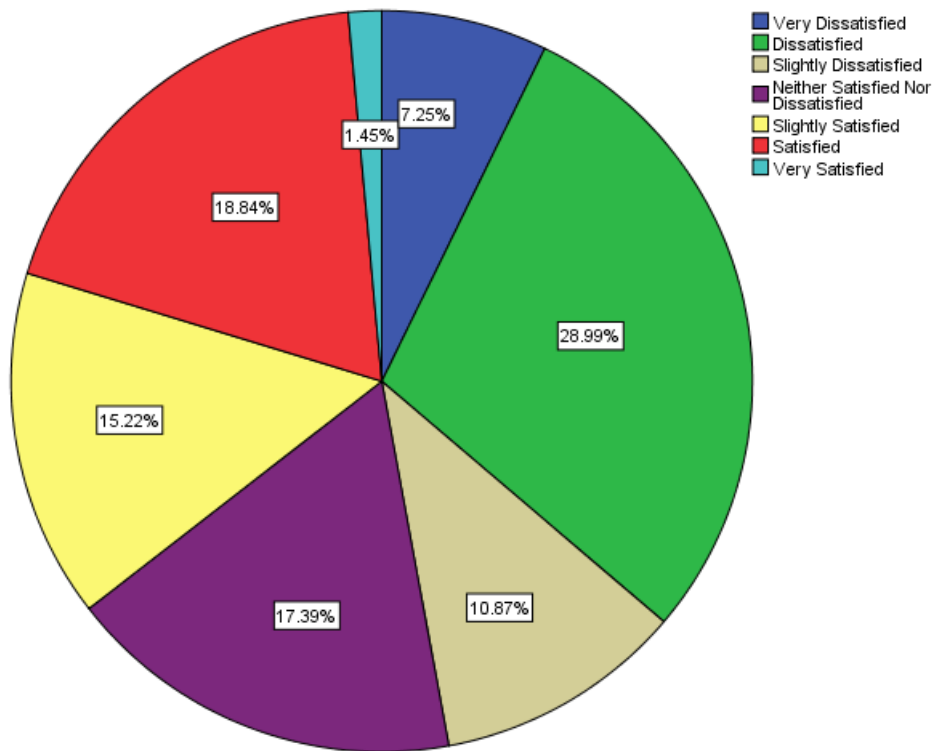
Chart 4.1. Extent to which informal communication is active and accurate.



Source: Survey Result, 2022

As shown in the above chart 0.72% are very dissatisfied, 23.1% are dissatisfied and 21.01% are slightly dissatisfied with Frequency and Percentage of Communication Channel. From the respondents 23.19% are neither dissatisfied nor satisfied, 21.74% are slightly satisfied 7.25 are satisfied 0.72% are very satisfied with the frequency and Percentage of Communication Channel. As indicated majority of the respondents are dissatisfied with the percentage and frequency of the communication channel.

Chart 4.2. Extent to which conflicts are handled appropriately through proper communication channels.



Source: Survey Result, 2022

According to chart 4.2 7.25% of the respondents are very dissatisfied Extent to which conflicts are handled appropriately through proper communication channels. In addition 28.9% are dissatisfied and 10.87% are slightly dissatisfied with the extent to which conflicts are handled appropriately through proper communication channels. As indicated in the chart 17.39% are neither satisfied nor dissatisfied, 15.2% are slightly satisfied, 18.4% are satisfied and 1.45 are very satisfied with the extent to which conflicts are handled appropriately through proper communication channels. It can be induced that majority of the respondents do not feel conflicts are handled appropriately through proper communication channel.

4.2.2. Summary of Internal Organizational Communication Audit Results

Majority of the respondents of the research study are dissatisfied for all internal communication measurements. Thus shows that, internal organizational communication of the bank is not effective and efficient. Table 4.17 presented the results of each measurement as following.

Table 4:17 Summary of Internal Organizational Communication Audit Results

No	Measure	Majority	
		Satisfied	Dissatisfied
1	Internal Communication Channels		✓
2	Internal communication Flow		✓
3	General Internal Communication Aspect		✓

4.2.3. Quantitative Data Analysis

To recall, on chapter three of the study it is indicated that the data analysis method that is used to analyze the quantitative data is descriptive statistics analysis According to Gill and Johnson (2002) descriptive statistical analysis is concerned with numerical description of a particular group observed. In descriptive analysis the data collected will be interpreted in to a meaningful and significant data. In this analysis type characteristics of the sample and the relationship between variables will be described. It also shows how the values of a variable are distributed. Hence, the internal organizational communication, the information flow and the channels of communication is analyzed. Moreover, the Pearson Correlation, Regression and Reliability test is presented in this part.

Descriptive Data Analysis

Respondents were asked if they have trust regarding their communication with their colleagues and with their supervisors. More than have of the respondents do not trust their colleagues and supervisors (Table 4,2 and 4.3). This clearly shows the trust in the work environment is very low which in turn affects openness in the work environment. Hence it is possible to deduce that the internal organization communication part with regard to trust need to be strengthened. According to Gavin and Mayer (2005) the internal organizational communication affects trust between employees and supervisors.

In this regard the internal organizational communication is not contributing to create trust in the work environment. The same is true with regard to recognition for efforts. Majority of the respondent's do not feel they are recognized for their efforts, dissatisfied with the extent social information communication in the work place and feel the internal communication in the work place don not make them feel vital part of the organization (table 4.4. and 4.5). With regard to adequacy of information scholars argue that adequate flow of information creates satisfaction in the work environment and is one of the bases for strong internal organizational communication (Rosenfeld, Richman and May, 2004).

As clearly indicated on table 4.11 majorities of the respondents do not feel their supervisors' listens or pay attention to them which is a clear indication of the weakness in the upward communication. Moreover, the respondents are of the position that they do not get guidance to job related problems.(table 4.12).According to the respondent majority of them also think the internal communication is not free flowing and accurate. Effective and efficient internal organizational communication system ensures sufficient information flow from the management to employee and vice versa (Carriere, J., Bourque, and C. 2009). Hence, the free flow and accuracy of information need to be revisited at Hibret bank for effective and efficient internal organizational communications. Majority of the respondents as indicated on table 4.14 also don not feel that supervisors are not open to ideas. (table 4.14)

With regard to workplace communication majority of the respondents don not feel the internal organizational communication do not make them motivate to meet goals. This clearly show that there is a gap in the internal communication to play role in meeting organizational goals and objectives and lack the motivation factor on employees.(table 4.7). Moreover, the respondents feel that the communication in the organization is not flexible to suit organizational emergencies (Table 4.8). Purol and Wosik, (2007) argued that internal organizational communication is the key to increase employees' motivation and involvement, increase of work efficiency, success of changes and to build a positive internal and external image of the organization. The two scholars have also underscored the role of internal organizational communication is not merely to pass information, but it goes beyond that. It should create values, common understanding of changes and motivate employees.

Concerning the communication channel majority of the respondents are dissatisfied with the percentage and frequency of the communication channels (table 4.17). Moreover,

majority of the respondents do not feel conflicts are handled appropriately through proper communication channel. Internal organizational communication is establishing relationships within an organization using various communication techniques and channels to make members of an organization motivated, linked and contribute to the achievement of organizational goals and objectives. In this regard the employee's dissatisfaction concerning percentage and frequency of the communication channels need to be dealt in the organization so that effective and efficient internal organizational communication is created within Hibret Bank.

The response from the in-depth interview also shows that the internal communication at Hibret bank should enhanced so that organizational goals and objectives are achieved, in this respect. Majority of the respondents to the in-depth interview agreed that the internal communication at Hibret Bank need enhancement. Inconsistency in information communication, usage of communication channels and information flow is the characteristics of the internal organizational communication at the bank.

Moreover, majority of the respondents to the interview perceive that the flow of information within the bank tends to be unidirectional. Most of the information flows from the top management to employees. Policies procedures, manuals and other important changes are communicated from the top management to employees. The information flow at Hibret bank is mostly downward and inconsistent.

4.2.4. Reliability Test

According to Hair (2006) reliability test is the measure of consistency. If Cronbach's Alpha value α is greater than 0.7, it means that it has high reliability and if Cronbach's Alpha value α is smaller than 0.3, then it implies that there is low reliability.

Table 4.21.

Reliability Statistics

Cronbach's Alpha	N of Items
.731	138

Source: Survey Result 2022

According to table 4.21, Cronbach's value Reliability scale was 0.731. This means that it has high reliability

4.2.5. Pearson Correlation Analysis

To determine the relationship between the information flow and internal communication and between communication channel and internal organizational communication Pearson correlation was computed. Table 4.17 shows the results of Pearson correlation on the relationship between information flow and internal communication and table 4.18 shows Pearson correlation between communication channel and internal communication.

Table 4.18. Correlation between Information Flow and Internal Communication

Correlations

		Internal	information flow
Internal comm.	Pearson Correlation	1	.438**
	Sig. (2-tailed)		.000
	N	138	138
information flow	Pearson Correlation	.438**	1
	Sig. (2-tailed)	.000	
	N	138	138

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Result, 2022

The above correlation analysis table shows that Pearson correlation of information flow and internal communication score 0.438 with sg (2tailed) 0.000. This indicates there is positive and significant relation between internal communication and information flow. (r=0.438, P<0.01).

Table 4.19. Correlation between information flow and internal communication

Correlations

		internal	communication channel
Internal	Pearson Correlation	1	.311**
	Sig. (2-tailed)		.000
	N	138	138
communication channel	Pearson Correlation	.311**	1
	Sig. (2-tailed)	.000	
	N	138	138

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Result, 2022

The above correlation analysis table shows that Pearson correlation of communication channel and internal communication score 0.331 with sg (2tailed) 0.000. This indicates there is positive and significant relation between internal communication and information flow. (r=0.311, P<0.01).

4.2.6. Regression Analysis

Regression model was applied to test how far the information flow and communication channel had impact on internal communication. Coefficient of determination-R² is the measure of proportion of the variance of dependent variable about its mean that is explained by the independent or predictor variables. Higher value of R² represents greater explanatory power of the regression equation.

Table 4.20. Regression result of information flow, communication channel and internal communication

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406 ^a	.165	.152	4.92975

a. Predictors: (Constant), CC, IF

Source: Survey Result, 2022

The above table shows the R^2 value is 0.165. This result shows that the independent variables (information flow and communication channels) accounted for 16.5 of the variance in internal communication. Thus 16.5% of the variation can be explained by information flow and the other variables may explain variation in internal communication which accounts for 83.5%.

. Table 4.21

Regression Model for coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.682	1.585		11.158	.000
1 IF	.316	.087	.327	3.634	.000
CC	.364	.255	.129	1.429	.155

a. Dependent Variable: IC

The above multiple regressions results shows that, the standardized coefficient beta and p value of internal communication is positive and significant, since (beta = 0.316 and 0.364, $p < 0.01$).

Table 4.22 Anova Table

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	647.473	2	323.736	13.321	.000 ^b
Residual	3280.827	135	24.302		
Total	3928.300	137			

a. Dependent Variable: IC

b. Predictors: (Constant), CC, IF

Source: Survey Result, 2022

P-value/ Sig value: Generally, 93% confidence interval or 7% level of the significance level is chosen for the study. Thus the p-value should be less than 0.07. In the above table, it is .000. Therefore, the result is significant.

F-ratio: It represents an improvement in the prediction of the variable by fitting the model after considering the inaccuracy present in the model. A value is greater than 1 for F-ratio yield efficient model. The table shows the value 13.321 and the model is efficient.

From the above table it can be understood that there is a strong relation between the independent and dependent variables. As information flow and internal communication are more effective the internal communication also becomes effective. This indicates that internal communication, information flow and communication flow move in the same direction.

4.2.7. Data Presentation and Analysis of Qualitative Data

In the in-depth interview, four chief officers have been interviewed and the interview is recorded. The researcher has also taken notes during the interview.

4.2.7.1. Data Presentation of Qualitative Data

The interview questions used are structured. Hence, the interpretation is made based on the structured interview questions. Based on the interview conducted the following major information's has been highlighted.

The Role of Internal Communication at Hibret Bank

Though the role of internal communication is various and vital all the interviewees feel that the role of internal communication is limited to information sharing with regard to new policies, procedures, updates on the policies and procedures and changes within the bank. In this regard the interviewees mentioned:

‘I feel that the internal communication should play an important roles such as creating company culture, employee motivation and participation. It should also help create team spirit between employees within the bank and integration between departments for a common goal and objective.’

‘The internal communication has been used as a tool to inform employees in the bank. In my opinion its role in informing employees about critical corporate initiatives is weak in the bank. The role of internal communication in sharing knowledge has also been under looked. Moreover, its role to create team spirit, boost engagement and increase employee morale is not utilized.’

‘I think lack of internal communication strategy is the loophole in utilizing the role the internal communication should play within the bank. Since our banking environment is dynamic in nature the internal communications role is vital. In this regard we should adopt strategies to improve the effectiveness of the internal communication. It requires attention and action to the internal communication process’.

The Management View of Internal Communication at Hibret Bank

The management at Hibret bank views the internal communication as an important process to achieve goals and objectives of the bank. In this regard the interviewees mentioned:

‘ All management members as I know views internal communication as a vital component to achieve goals and objectives of the bank. I as a management member have the same view. There are different channels in which the internal communication takes place in the bank. From the formal memo and other information’s, the management use different channels to motivate, influence and aware staffs for achievement of corporate objectives. There is a platform where the CEO directly communicates with individual employees. Employees can directly send their opinion and questions to the CEO. This clearly show the managements view ‘

‘Since corporate objectives cannot be successful without efficient and effective internal communication the management gives a due concern in this regard. Though this is true the attention given need to be assessed. Whether we are using the internal communication channels effectively and efficiently need to critically seen. I feel employees are not well motivated to reflect their views and opinions regarding issues of common interest to the company. The two way communication in the bank is not as strong as needed. Upward and downward communication in the bank should also be revisited. The banking industry is dynamic we should think of technologically advanced internal communication channels. The information flow within the bank is also

characterized by sending policies, procedures and changes within the bank. The opinions and views of employees are not given a due concern. So this should be improved.”

“ The management is of the view that without effective internal communication we cannot meet our objectives and goals. In this competitive banking industry a well informed employee about the activities of the bank is greatly necessary. Hence the management is positive with the need for effective and efficient internal communication.”

“The banking sector is very competitive. Hence the need for successful internal communication is unquestionable. The management of Hibret bank also feels the same.”

The Consistency of the View and Application of Internal Communication

The consistency of and application of internal communication is greatly related to the success of the internal communication within an organization. The interviewees have given their views regarding the consistency and application of internal communication at Hibret bank as follows:

“The issue of consistency with regard to application of internal communication need to be critically seen within the bank. For example there is inconsistency with regard to the usage of communication channels. The flow of information is highly related to creating awareness about policies and changes. Informing about the strategies and other major happenings within the bank is an on off thing. An upward information flow is limited to the engagement with the CEO”

“In some areas like information flow and channels used is consistent. We can mention the internal communication from head office to the branches. In other areas the internal communication is characterized by lack of consistency both in information flow and the channels used. The internal communication with engagement of employees also lack consistency. “

“There is break in consistency of internal communication. Information obtained from various functions is not consistent and are the cause of disappointment in most times. Though the management views internal communication as a critical component within the organization practically there is a communication gap between employees and between departments. This has sometimes created a lower employee motivation.”

‘The information flow from management to employees is more consistent. The unidirectional flow of information created a loophole to know the feeling and perception of employees about company changes, goals and objectives according to the Interviewees.’

The Internal Communication Strengths and Weaknesses at Hibret Bank

The internal communication strength and weakness determine the success of the internal communication which in turn has a great implication on the success of the organization. In this regard the interviewees mentioned:

‘The major strength of the internal communication at Hibret bank is that the existence of internal communication channels like outlook, Portal and IP to communicate information’s to employees. In addition policy and procedures and memos are frequently communicated to employees. The downward communication is strong.’

‘The fact that the bank has central filing system is the strength of the internal communication at Hibret Bank. Departments, Offices and Employees can extract information easily from the central repository. The formal communication like Memo, letters, announcements is also consistent.’

‘The CEO directly communicates with employees through CEO chat room one on one which can stated as one of the strengths of the internal communication. Employees can directly send their views, opinions and questions directly to the CEO. The down ward communication is also strong. The CEO gives feed back to each employee’s.

The existence of strong downward communication which is characterize by consistent flow of information like Memos, Letters, Changes in procedure and policy are the strength of the internal communication at Hibret Bank.

Weakness of the Internal Communication

‘The internal communication is characterized by strong downward communication. Other communication types like upward and horizontal communication are weak. In addition the communication between departments and the communication channels used for communication are weak.’

‘Lack of transparent internal communication is the weakness in the internal communication at Hibret Bank. Staffs are not proactive communicators. Since

information is communicated through email or portal there could be employees who miss information's This in turn will create a loophole in aligning employees with company goals.''

The major problem with regard to internal communication at Hibret bank is lack of internal communication strategy which is aligned with the strategy of the bank. Inconsistent information flow in some areas is also the weakness of the internal communication at Hibret Bank.

'Lack of strong upward and horizontal communication is the major weakness of the internal communication at Hibret Bank. Moreover, the channels used are not adequate to address the gap in the information flow within the bank. The dynamic nature of the industry requires channels which are more effective than the ones use currently''.

4.2.7.2. Qualitative Data Analysis

As indicated in chapter of the study the analysis method used is thematic analysis. Based on Braun & Clarke (2006) procedure of thematic analysis the researcher identified the interview results in to themes that enabled to address the research questions. The researcher read and reread the collected data from the in-depth interview so that familiarity with the collected data is created. Based on the research questions and the structured interview initial codes are generated and significant points within the collected data are identified and themes are developed. The data's that have relevance with the identified theme are placed and reviewed. Moreover, themes have been defined and how the themes relate to each other is identified. Finally, the data refined based on the themes are written.

Theme 1 Internal Communication Practice

The response from the in-depth interview shows that the internal communication at Hibret bank should enhanced so that organizational goals and objectives are achieved, in this respect

Majority of the respondents to the in-depth interview agreed that the internal communication at Hibret bank need enhancement. Inconsistency in information communication, usage of communication channels and information flow is the characteristics of the internal organizational communication at the bank.

Theme 2 Level of Information Flow and Communication Channel

Majority of the respondents perceive that the flow of information within the bank tends to be unidirectional. Most of the information flows from the top management to employees. Policies procedures, manuals and other important changes are communicated from the top management to employees. The information flow at Hibret bank is mostly downward and inconsistent.

4.3. Summary of the Findings

The results obtained for the questionnaire clearly shows that majority of the respondents do not trust their colleagues are supervisors in the work place. The trust level is low. Since trust is an important part for the success of internal communication in general and information flow in particular the lack of trust clearly shows gap in internal communication and information flow as well.

Respondents of the questionnaire indicated that they do not get recognition for their efforts. Recognition is an important technique for employee motivation and achieving company goals and objectives. Since majority of the respondents perceive they are not recognized for their efforts this shows weakness of the internal communication. According to Bekele (2007) communication effectiveness such as openness and performance feedback and the adequacy of dishing out information is related to how employees feel in the workplace and their job performance.

The respondents perceive that the social information communication in the workplace is weak which in turn shows the social aspect of the internal communication is weak. As Husain (2013) noted in good organization active in effective internal communication subordinates should be given the opportunity to air their opinions and positively contribute to the decision making process within an organization.

From the results of the questionnaire it is also understood that majority of the respondents feel that the internal communication do not motivate them to achieve company goals. This a major challenge.

Respondent in general are not satisfied with the communication flow, flexibility of the communication practice and ability of employees as communicators. This shows that the internal communication, the information flow and the channels need to be revisited.

From the in-depth interview it is found that the downward communication at Hibret bank is relatively strong than the upward and downward communication. With regard to the upward communication the CEO receives employee's opinion directly through the CEO chat room. Though the CEO chat room is a best experience the other chief officers, department directors and managers are not reachable through the proper communication channel and the information flow is weak in this respect.

The respondents have agreed that there is a gap in upward and horizontal communication. More importantly, inconsistency of information flow is seen across departments within the bank.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter discusses the research findings of the study, the conclusion reached based on the findings and the recommendations.

5.2. Discussion of the key findings

The current study is conducted on the Internal Organizational Communication Practice at Hibret Bank Head Office Addis Ababa. The study focused on measuring the practice of internal organizational communication at Hibret Bank Head Office using internal communication audit technique. The research methodologies used in this study are Adopted Hybrid Communication Satisfaction Audit Questionnaire and In-depth interview.

The results from the descriptive analysis shown that employees are dissatisfied by the internal communication in general and information flow and communications channels used at the Bank in particular. The trust and communication between employees themselves and employees with supervisors is found to be weak as perceived by the respondents. The respondents are also dissatisfied by the accuracy and free flow information at Hibret Bank. This consecutively affects the perceived effectiveness of internal organizational communication in the Bank and the satisfaction of employees in the internal communication of the Bank. This supports Millers,(2006) argument that effective internal organizational communication requires communication between and among employees, employees and supervisors as indicated on section 2.5.1, chapter 2.

The correlation result shown that there is a positive and significant relationship between information flow and internal communication, and communication channel and internal communication. The result also has shown highest correlation between information flow, communication channel and internal communication. This means as information flow and communication channels are effective the internal communication will also be effective and the vice versa.

From the response to the questionnaire and the in-depth interview the research results show that the level of the internal organizational communication practice is weak. The information flow and communication channels used are not satisfactory as clearly presented on the research findings. The level of communication satisfaction is low as depicted in the questionnaire results. Moreover, the respondents do not feel the internal communication at Hibret Bank enables them achieve company goals and objectives. This is in line with Carter,(2007) assertion that communication efficiency is positively correlated with perceived productivity where communication is influenced job completion as shown in section 2.9, chapter 2.

Although various communication channels are in place the communication flow is characterized by downward communication makes the communication channels in a weak position to address the upward and horizontal communication at Hibret Bank. This in turn affects the internal organizational communication thereby affecting the success of organizational goals. This supports Hargie, (2016) argument that communication channel is one of the determinants of internal organizational communication as indicated in section 2. 2, chapter 2.

Supervisors understanding of the problems faced by staff and conflicts handling appropriately through proper communication channels are found to be weak according to the respondent's perception. Moreover, supervisor's guidance to employees, openness and flow of information is not effective according to the perception of the respondents. This indicates interaction between employees and their supervisors is feeble. This supports Katz and Khans as cited by Miller, (2012) argument that states organizations require interactions between parts within an organization in order to achieve goals.

As argued in the literature this study has indicated the value in measuring internal communication. Though the study is limited to a particular company the study results asserted that communication audit can indicate and measure the perceived status of the internal communication in an organization. This also proves the claim of Antonis ,(2005) communication audit can provide information of perceptions of intraorganisational communication and is a valuable measurement tool as indicated in section 2.9, chapter 2 . The adopted hybrid communication satisfaction questionnaire has indicated the perception of employees about the communication flow, communication

channel and internal communication of Hibret Bank. Moreover, the results support the definition by Communication Consortium Media Centre (CCMC,2004) that states internal communication audit is a systematic assessment of an organizations performance of essential communication practices as shown in section 2.6, chapter 2.

5.3. Conclusions

This study attempted to assess the internal organizational communication practice at Hibret Bank Head Office using communication audit as measurement technique. This study employed mixed research method to assess the internal organizational communication at Hibret bank. Through adopted hybrid communication satisfaction questionnaire and in-depth interview of employees and selected management members the study tried to get the views with regard to the internal organizational communication at Hibret bank head office. The condition of the internal communication, the information flow and the communication channels at Hibret bank head office had been investigated.

According to different scholar in the field of communication internal organizational communication has an important role in achieving organizational goals and objectives. In this regard measuring and evaluating internal organizational communication helps identify the weakness and strength of the internal communication. According to Tourish and Hargie (2017) internal communication audit plays an important role in identifying the strength and weakness of the internal communication of an organization. In this regard the internal organizational communication audit of Hibret Bank has shown insightful results that are helpful in designing programs to strengthen the internal organizational communication at Hibret Bank Head office.

The results have shown that there is a gap in the internal organizational communication of Hibret bank. The internal organizational communication is characterized by downward type of communication where by information is sent from the top management to employees. The upward and horizontal communication at the bank should be revisited. Trust, motivation and recognition should also be enhanced. The internal organizational communication, the information flow and communication channels need to be improved.

Though there are different channels for communication, with the exception of the CEO chat room where employees can directly send their opinion to the CEO the other channels serve only downward communication. If there is weakness or lack of communication channel where employees can send information or their thoughts to the supervisors or the top management it is difficult to understand what the employees feel and the status of employees with regard to knowledge of company goals, objectives and priorities. Hence, the gap in upward and horizontal communication should be given a due concern.

5.4. Recommendations

As it is clearly indicated in the response results the internal organizational communication at Hibret Bank need to be enhanced. The communication audit has shown the gap in the internal organizational communication at Hibret Bank. Employee participation, recognition and motivation should be given a due concern. In addition, trust between and among employees and employees with their supervisors should be enhanced by increasing efficiency of the internal organizational communication.

With regard to communication channels though variety of channels are in place within the bank for information dissemination the channels should be tailored to entertain upward and horizontal internal communication within the bank.

Moreover, with the growing social media platform usage Telegram, Viber and other social media platforms should also be used for internal communication purpose. In addition, the management should exert it's at most effort to engage directly with the staff in face to face communication using forums, conferences and other channels of communication so that the management will have a good insight of the employees position.

Mostly information flows from top to bottom in the case of Hibret bank. Upward and Horizontal directions of information flow needs enhancement. Hence, in order to increase employee engagement both horizontal and upward communication, different communication channels and means of engagement should be in place. Moreover, the management should exert its effort in getting grapevine information flow which can be used as employee's feedback towards the bank and job related issues, goals and objectives of the company.

REFERENCES

- Barry, B., & Fulmer, I. S. (2004). The medium and the Message: The adaptive use of communication media in dyadic influence. *Academy of Management Review*, 29, 272–292.
- Baumruk (2006). Why managers are crucial to increasing engagement. *Strategic HR Review*.
- Bekele,(2017). The practice of internal and external relations. The case study of the development bank of Ethiopia.
- Braun, V. & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*
- Brun, J. P. (2010). Missing pieces: 7 ways to improve employee well-being and organizational effectiveness. New York, NY: Palgrave Macmillan.
- Carriere, J., & Bourque C. (2009). The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career Development International*, 14(1), 29-49. DOI: 10.1108/13620430910933565
- Clampitt, P. (2013). *Communicating for Managerial Effectiveness: Problems, Strategies, and Solutions*. Thousand Oaks, CA: Sage.
- Communications Consortium Media Centre. (2004). Strategic communication audits. Washington, DC: Coffman, J.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: Sage
- Debra Muchow. (2013). Communication Audit for Customer Technology Support (CTS) Intel Corporation.
- Dolphin, R.R. (2005). Internal Communications: Today's Strategic Imperative, *Journal of Marketing Communications*.
- Gavin, M.B., Mayer ,R,C(2005) Trust in Management and Performance. Who minds the shop while the employees watch the boss? *Academy of management journal*
- Grant, C. & Osanloo, A. (2014). Understanding, Selecting, and Integrating a Theoretical Framework in Dissertation Research: Creating the Blueprint for 'House'.

Administrative Issues Journal: Connecting Education, Practice and Research, Pp. 12-22 DOI: 10.5929/2014.4.2.9

- Gebru A. (2013). Development and Validation of A Hybrid Measure Of Organisational Communication Satisfaction.
- Greenberg, J. and Baron, R.A. (2008) Behavior in Organizations. Pearson, Hoboken, 269-274.
- Gill, J. & Johnson, P. (2002). *Research methods for managers*, Sage.
- Hoffman, D.L. and Foode, M. (2010), can we measure the ROI of your social media marketing?
- Husain, (2013). Effective communication brings successful organizational change. The business and management review.
- Keyton, J. (2011). Communication and organizational culture: A key to understanding work experience. Thousand Oaks, CA: Sage.
- Lunenburg, F.C., & Ornstein, A.C. (2012). *Educational administration: Concept and practices* (6th ed.). New York: Linda Schreiber-Ganster.
- Manoj, K.B.A. (2016). *Human relations theory (Elton Mayo)*. Retrieved from <https://politicsmania.files.wordpress.com/2016/10/human-relation-theory-elton-mayo.pdf>
- Meng, J., & Berger, B. K. (2012). Measuring return on investment (ROI) of organizations' internal communication efforts. *Journal of Communication Management*, 16(4), 332-354. doi:10.1108/13632541211278987
- Miller, K. (2003). *Organizational Communication, Approaches and Processes* (3rd ed.). California, USA: Wadsworth/Thomson
- Miller, K.(2006). *Organizational Communication: Approches and Process*. Australia, Brazil:Thomson Wadsworth.
- Miller, K. (2012). *Organizational communication: Approaches and processes* (6th ed.)
- Redding, W. C. (1964). The organizational communicator. In W. C. Redding & G. A. Sanborn (Eds.), *Business and industrial communication: A source book* (pp. 29–58). New York: Harper & Row
- Natachia Antonis. (2005).Communication Audit as an Integrated Communication Measurement Instrument: A Case Study.

- Phillip G. Clampitt. 24 Mar 2009, The questionnaire approach from: Auditing Organizational Communication, A handbook of research, theory and practice Routledge Accessed on: 31 Jul 2021
- Purol, M., Wosik, D. (2007). Internal communication as a factor of quality improvement in higher education – case study. In K. Leja (Ed.), *Management issues in knowledge based university* (pp. 111-119). Gdańsk: Gdańsk University of Technology
- Quinn, D. & Hargie, O. (2004) Internal Communication Audits: A Case Study, *Corporate Communications: An International Journal*, 9, 146-158.
- Quirke, B. (2008) *Making the Connections, Using Internal Communication to Turn Strategy into Action*, 2nd ed., Farnham: Gower Publishing Limited.
- Racheal Kailu Kilonzo. (2019). A communication Audit of Kenya Institute of Mass Communication.
- Rosenfeld, L. B., Richman, J. M., & May, S. K. (2004). Information adequacy, job satisfaction and organizational culture in a dispersed-network organization. *Journal of Applied Communication*.
- Sanchez, Y. & Guo, K.L. (2005). *Workplace Communication*. Boston, MA: Pearson
- Stafford, G., Vanc, A. & White, C. (2010), “The Effect of Personal Influence”. *Journal of Public Relations Research*, 22, USA.
- Swenson N. Gilkerson, F likely, F.W Anderson and M. Ziviani. 2018.” Insights from industry leaders: A maturity Model for strengthening Communication Measurement and Evaluation. ‘ *international Journal of Strategic Communication* 13 (1):1-21.
- Tourish, D.,& Hargie, O. (2017). Communication Audits, in C. Scott and L. Lewis. (Eds). *The international encyclopaedia of Organizational Communication*.
- Van Riel & Charles, J. Fomburn. 2007.*Essential of Corporate Communication*. Prentice Hall
- Vercic, A., Vercic, D., & Sriramesh, K. (2012). Internal Communication: Definition, Parameters and the Future. *Public Relations Review*, 38, 223-230. <https://doi.org/10.1016/j.pubrev.2011.12.019>

Welch M. and Jackson R.P., (2003), titled, “Rethinking Internal Communication: A Stakeholder Approach,” published in the International Journal of Corporate Communication, Vol. 12 No. 2.

Zwijze-Koning, K., and M. de Jong. 2015. Network analysis as a communication audit instrument: Uncovering communicative strengths and weaknesses within organizations. Journal of Business and Technical Communication.

Appendices

APPENDIX I

Adopted hybrid scale of communication satisfaction questionnaire

Addis Ababa University

School of Journalism and Communication

MA in PR and Strategic Communication

General Information

This survey questions are aimed at assessing employee's view of the communication practice at Hibret Bank Head Office. The objective of this research is to assess the effectiveness of internal organizational communication at Hibret bank using communication audit as a measurement tool. Your genuine answer will help to achieve the objective of the study.

Demographic Profile

What is your age? _____

What is your sex? M or F (circle answer).

How long have you been in your current position? _____

How long have you worked for the organisation? _____

Please indicate which best indicates your Education Level A. Diploma B. Degree C.

MA/MSc and above

Statement	Very Dissatisfied	Dissatisfied	Slightly Dissatisfied	Neither Satisfied Nor dissatisfied	Slightly Satisfied	Satisfied	Very satisfied
1. Extent to which my supervisor listens and pays attention to me.	1	2	3	4	5	6	7
2. Extent to which I trust my colleagues	1	2	3	4	5	6	7

3. Extent to which my supervisor offers guidance for solving job related problems.	1	2	3	4	5	6	7
4. Extent to which I trust my supervisor	1	2	3	4	5	6	7
5. Extent to which communication with other employees at my level is accurate and free flowing	1	2	3	4	5	6	7
6. Extent to which I receive recognition of my efforts.	1	2	3	4	5	6	7
7. Extent to which my supervisor is open to ideas	1	2	3	4	5	6	7
8. Extent to which conflicts are handled appropriately through proper communication channels.	1	2	3	4	5	6	7
9. Extent to which I feel free to disagree with my supervisor.	1	2	3	4	5	6	7
10. Extent to which the social information communication is active in my workplace	1	2	3	4	5	6	7
11. Extent to which	1	2	3	4	5	6	7

communication in the organization makes me identify with it or feel a vital part of it.							
12. Extent to which my workplace communication motivates me to meet its goals.	1	2	3	4	5	6	7
13. Extent to which communication practices are flexible to suit organizational emergencies.	1	2	3	4	5	6	7
14. Extent to which employees in this organization have great ability as communicators.	1	2	3	4	5	6	7
15. Extent to which informal communication is active and accurate.	1	2	3	4	5	6	7
16. Extent to which I receive reports on how problems in my job are being handled.	1	2	3	4	5	6	7
17. Extent to which my managers/supervisors understand the problems faced by staff.	1	2	3	4	5	6	7

APPENDIX II
In depth Interview Questions

Addis Ababa University

School of Journalism and Communication

MA in PR and Strategic Communication

General Information

This Interview questions aimed at assessing chief Officers' view of the internal organizational communication practice at Hibret Bank Head Office. The objective of this research is to assess the effectiveness of internal organizational communication at Hibret bank using communication audit as a measurement tool.

1. What is the role of internal organizational communication in Hibret Bank?
2. How does especially management view internal organizational communication in Hibret Bank?
3. How do you see the consistency of the view and application of internal organizational communication
4. What is the internal organizational communication strengths and weaknesses of Hibret Bank

List of Tables

Table 4.1	Background of Respondents
Table 4.2	Extent to which I trust my colleagues
Table 4.3	Extent to which I trust my supervisor
Table 4.4	Extent to which I receive recognition of my efforts.
Table 4.5.	Extent to which the social information communication is active in my workplace
Table 4.6.	Extent to which communication in the organization makes me identifies with it or feels a vital part of it.
Table 4.7.	Extent to which my workplace communication motivates me to meet its goals.
Table 4.8.	Extent to which communication practices are flexible to suit organizational emergencies.
Table. 4.9.	Extent to which employees in this organization have great ability as communicators.
Table. 4.10	Extent to which I receive reports on how problems in my job are being handled
Table 4.11.	Extent to which my supervisor listens and pays attention to me.
Table 4.12.	Extent to which my supervisor offers guidance for solving job related problems
Table 4.13.	Extent to which communication with other employees at my level is accurate and free flowing
Table 4.14.	Extent to which my supervisor is open to ideas
Table 4.15.	Extent to which I feel free to disagree with my supervisor.
Table 4.16.	Extent to which my managers/ supervisors understand the problems faced by staff.