



Addis Ababa University

College of Business and Economics

Department of Management

MBA Program

**The Effect of Internal Communication on Employee Performance in
the Hotel Industry: A Comparative Study of Elilly International
Hotel and Marriott Executive Apartments Addis Ababa**

By

Yimima Bahiru Geneti

Nov, 2020

Addis Ababa, Ethiopia



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A Thesis Submitted to Addis Ababa University College of Business and
Economics in partial fulfillment of the requirements for Master of Art in
Business Administration specialization in Management

Advisor: Tilahun Teklu (PhD)

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DECLARATION

I, Yimima Bahiru Geneti, hereby declare that the thesis titled " The Effect of Internal Communication on Employee Performance in the Hotel Industry: A Comparative Study of Elilly International Hotel and Marriott Executive Apartments Addis Ababa" is my original research work done under the guidance of my advisor Tilahun Teklu (PhD). This research has not been submitted for any degree in other universities. All sources of materials used for this project have been duly cited and acknowledged.

Declared by,	Signature	Date
Yimima Bahiru	_____	Nov, 2020

ID: GSR/4124/11

CERTIFICATION
Addis Ababa University
College of Business and Economics
Department of Management

This is to certify that the thesis entitled, “The Effect of Internal Communication on Employee Performance in the Hotel Industry: A Comparative Study of Elilly International Hotel and Marriott Executive Apartments Addis Ababa” is an original piece of work carried out by Yimima Bahiru under the supervision of Tilahun Teklu (PhD), and submitted in partial fulfillment of the requirements for the degree of Master of Business Administration in Management. It complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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ACRONYMS

MoCT	Ministry of Culture and tourism
SPSS	Software Packages for Social Sciences
Std. Dev	Standard deviation
UNWTO	United Nation World Trade Organization

ABSTRACT

This research was conducted to examine the effect of Internal communication on employee performance in the hotel industry, in Addis Ababa. Quantitative research approach was used; explanatory and descriptive survey research design was adopted. Internal communication was measured by using variables; quality, modes, content, frequency and direction of communication. To make the sample more representative of the population, stratified random sampling method was used. From a total of 226 employees, 139 from Elilly international hotel and 87 from Marriot Executive Apartments questionnaires were distributed. Totally 204 questionnaires were appropriately filled and returned. Hence the response rate was 90%; it was valid to run the data analysis involving descriptive, correlation and multiple regression analysis, which was computed through SPSS version 23. Following that, the five research hypotheses were tested. The correlation analysis result shows that frequency, direction and quality positively and moderately are associated with employees' performance. However modes and contents of communication have a positive but weak relation with employee performance. The result of the findings for both hotels indicates that all dimensions of internal communication (frequency, direction, quality, content and modes) have a significant effect on the performance of employees. Furthermore, it is found that variables of internal communication predicts employees' performance positively through frequency ($\beta=0.294$, $\beta=0.259$), direction ($\beta=0.261$, $\beta=0.231$), quality ($\beta=0.185$, $\beta=0.228$), content ($\beta=0.199$, $\beta=0.185$) and mode ($\beta=0.171$, $\beta=0.163$) for both Elilly International Hotel and Marriot Executive Apartment respectively. Generally this study indicated that there is a positive and significant relationship between internal communication and performance of employees. Considering the findings above, it is recommended that both hotels should articulate their policies focusing on making the internal communication system effective in order to improve employee performance.

Key words: Communication, Internal Communication, Employee Performance

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CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Modern business calls for more than just developing a good product, pricing it attractively and making it available to target customers. They must maintain effective communication within and outside of the organization (Kotler, 2005).

Communication is the lifeblood of all organizations: it is the medium through which companies large and small access the vital resources they need in order to operate. It is through communication that organizations acquire the primary resources they need (such as capital, labor, and raw materials) and build up valuable stocks of secondary resources (such as “legitimacy” and “reputation”) that enable them to operate (Cees and Charles, 2007).

According to Miller (2015), Communication plays a vital role in the functioning of any organization, whether it is for business, non-profit, educational, or governmental organizations. In all organizations, communication flows vertically and horizontally, internally and externally, formally and informally, linking employees internally to each other, to various layers of management, and to the many external resource-holders of the organization (Cees and Charles, 2007).

Practically there are two types of communication in an organization, namely internal and external communication (Bisen and Priya, 2009). Internal communication is the way employees communicate within the organization or in their workplace i.e. interaction between managers, subordinates, and owners. On the other hand, external communication is when the organization communicates with external stakeholders. Managing both types of communications determines the fate of a company's success (Cheney, 2007).

According to Johlke and Duhan internal communication is defined as a multidimensional concept with four dimensions: Communication Frequency, Communication Mode, Communication Content, and Communication Direction Johlke and Duhan (2000). However, there's another dimension of internal

communication which is often known as the communication quality or the quality of information. Maltz (2000) defined the quality of information as "the value level of the information that an individual can perceive when received it from the provider."

Many scholars and practitioners reach on a common consensus that, communication is the lifeline of an organization. In the absence of effective communication, even the best product or service can fail (Kotler and Keller, 2012). Though an organization is an amalgamation of different resources such as physical, financial, human, technology, and others, the human resources are the most invaluable asset of any company (Torrington, 2008; Armstrong 2009; Bratton and Gold, 1999). Therefore, to get things done through other people, managers are expected to possess certain skills like conceptual, human relations, and technical. But most importantly, since business is nothing but communication, they have to have good communication skills to coach, command, motivate, empower, and promote their employees (Martey, 2014). Without effective internal communication, even managers cannot perform their managerial functions such as planning, organizing, staffing, leading, and controlling (Armstrong, 2009).

Though all types of communication are critical for organizations, most of the time company owners or managers more emphasize on external communications (Bisen and Priya, 2009). On the other side, business gurus such as Kotler (2000), advise companies to precede internal communication over external communications. And similarly, British entrepreneur and business mogul Sir Richard Branson said that true visionaries or leaders that realize satisfying customers are decisive decisions for the company start with a passionate infatuation for all their employees. Further, Temple and Kavana (2000) classified internal communication as formal and informal communication. And Sharma (2015) elaborate the role of internal communication in an organization.

According to Martey (2014), Employees of organizations play a key role in impacting the well-being, success, and smooth functioning of their

organizations. Thus, it is very important to understand, the extent to which employees are well communicated. Miller (2015) added that proper internal communication helps improve function, meet the goals, and maintain relationships in organizations.

Effective communication is an essential part of success in the workplace. Effective communication is necessary requirement for effective performance appraisal, coping with conflict and stress, motivation of subordinates, decision-making leadership and other important human relations skills. In fact effective communication and human relation are the cornerstone of organizations effectiveness (Ken and Elwood, 1996).

From different studies and governmental reports, it is possible to observe that Ethiopia is envisaged to become a top tourist destination in Africa. And to accommodate and attract tourists, constructing and advancing hotels is indispensable. Because Poor infrastructure, accommodations, hotels, and restaurants, are also another factor limits travelers' interest (UNWTO, 2018; MoCT, 2015). Beyond this, existing hotels should on the right position to serve their customers in an appropriate manner; employees are in the first line to do that. Thus, hotels and other respective bodies are responsible to maintain an effective communication in their organizations.

Many studies have been carried out on the effect of internal communication but the studies on the Internal Communication and Employee's Performance were very few particularly in Ethiopia hotel industry. Thus, this study tended to bridge the knowledge gap by examining the Internal Communication factors that related with employees' performance in Ethiopia hotel industry.

Therefore, this study will emphasize on studying the effect of internal communication on employees' performance in the hotel industry, by comparing franchised (Marriott Executive Apartments Addis Ababa) and non-franchised (Elilly International Hotel) hotels in Addis Ababa city. Also, which dimensions of internal communications does have the most effect on employees' performance.

1.2. Background of the Organizations

This study will be carried out by selecting two hotels, namely; Elilly International Hotel (local or non-franchised) and Marriott Executive Apartments Addis Ababa (franchised). Since the study requires a comparative investigation, the researcher believes that conducting a study in this area is found more convenient. Based in the pilot survey currently, there are 273 employees in Elilly International Hotel and 171 employees in Marriott Executive Apartments Addis Ababa. Therefore, the target population of this research will be managers and permanent employees of the selected Hotels.

- ◆ **Marriott Executive Apartments Addis Ababa** is a few steps from UN-ECA Headquarters and a 10-minute drive to African Union Headquarters. This luxury 5-star hotel is ideal for short and extended business trips, relocations and family holidays.
- ◆ **Elilly International Hotel** is a five-star hotel with its twin towers situated in the heart of Addis Ababa, Kazanchis business district on the main entrance of the United Nations Conference center (UNCC). It is ideally placed at a focal point between the city's business districts, historical landmarks, National Palace, major government offices & modern and traditional shopping centers. Ride to the Hotel only takes 3.8 KM from Bole International Air Port. The Hotel offers views from its rooms especially from the roof top Elilly Bar & Restaurant where guests take 360-degree view of the Capital City, Addis Ababa. The unique design of bars, Restaurants, World class fitness facilities, swimming pool, Conferences and Events venues with suitable and flexible set up puts Elilly on top of Hospitality Industry.

1.3. Statement of the Problem

Internal Communication is speedily gaining importance in organizations, as employers are realizing its positive effects and its impact on the long-term productivity and progress of organizations. More and more organizations are including various tools and channels of internal communication within their system to ensure that employees communicate effectively with one another and are well engaged in the organization (Martey, 2014).

In the recent times, business communication is becoming an interesting subject of study for researchers in business and public relations (Martey, 2014; Kulachai, 2018; Sharma 2015; Atambo and Momanyi, 2016). On the contrary, as far as the researchers' knowledge goes, this subject remains almost unstudied in Ethiopia. Only a few theses were carried out in the subject and all were not conducted in the hotel sector (Eden, 2017; Biruk, 2018).

Despite the various studies carried out by scholars regarding internal communication and employee performance, only few researchers examined the effect of internal communication dimensions on employees' performance.

Practically, those companies that overlook internal communication fail to attain their objectives (Kotler ,2005), there are a big number of organizations which have not had a clear understanding about the meaning of internal communication and its importance as a component in the creation of mutual understanding between the management and employees (Miller, 2015; Martey, 2014). In most cases, inappropriate communication leads to conflict, confusion, unnecessary debates, de-motivation, and reduce apathy in performing their roles (Hughes, 2012).

Based on the researcher's experience it was also possible to observe efficiency differences in communication within organizations. Therefore, the researcher gets motivated to study the effect of internal communication on employees' performance in the hotel sector by taking two different forms of hotels (Elilly International Hotel and Marriott Executive Apartments Addis Ababa) in Addis Ababa.

1.4. Research Questions

The research will attempt to answer the following research questions.

- How does quality of information affect employee's performance?
- To what extent mode of communication affect employees' performance?
- What is the effect of content of communication on employees' performance?
- Does frequency of communication influence performance of employees?
- How directions of communication affect employee's performance?

1.5. Objective of the Study

1.5.1. General Objective

The main objective of this study will be to examine the effect of Internal Communication on employees' performance in the hotel industry. However, the specific objectives of the study are below;

1.5.2. Specific Objectives

- To examine the effect of quality of information on employee performance in Elilly International Hotel and Marriott Executive Apartments Addis Ababa
- To investigate effect of mode of communication on employee performance in Elilly International Hotel and Marriott Executive Apartments Addis Ababa
- To determine the impact of content of communication on employee performance in Elilly International Hotel and Marriott Executive Apartments Addis Ababa
- To explain the effect of frequency of communication on performance of employees Elilly International Hotel and Marriott Executive Apartments Addis Ababa
- To analyze the effect of direction of communication on employee's performance Elilly International Hotel and Marriott Executive Apartments Addis Ababa

1.6. Significance of the Study

In addition to meeting the objectives of the study which are mentioned above the study will be Significant in the following areas

- Identify the effectiveness of its practices and gives suggestion in the form of recommendation.
- It brings awareness to other international hotels in the hotel sector how the performance of employees can be affected by the level of internal communications within the staff of the hotels.
- Enable decision makers or managers and hotel owners to make accurate and informed decisions.
- Finally, this also can serve as a foundation for further researchers who have interest in advancing their research studies on the subject matter.

1.7. Scope of the Study

This study is delimited to examining the effect of internal communication on employees' performance in the hotel sector with special reference to Elilly International Hotel and Marriott Executive Apartments Addis Ababa. Necessary data was gathered from primary and secondary sources, mainly from the Hotels, FDRE Ministry of culture and tourism, Ethiopia tourism organization. Regarding the research design, the research has both comparative and explanatory research design nature. And participants were selected from two hotels randomly.

In addition, this study was conceptually delimited to examining the effect of internal communication on employees' performance by considering selected dimensions of internal communication (quality, mode, content, frequency and direction of communications). By testing the hypothesis formulated it proved whether or not there is a link between the selected internal communication variables and performance of employees.

1.8. Definition Term

The researcher has provided definitions for some main concepts that are used concurrently in this paper in order to give readers a broader understanding of

the research focus and the effect of internal communication and employees' performance.

Communication: is “defined as the process of transmitting information and common understanding from one person to another.” (Keyton, 2011).

Organizational Communication: is “social collectives in which people develop ritualized patterns of interaction in an attempt to coordinate their activities and efforts in the ongoing accomplishment of personal and group goals.” (Kreps 1986)

Internal Communication: is ‘the exchange of information both informal and formal between management and employees within the organization.’ (Balakrishnan and Masthan 2013)

Quality of Information: is “the ability to satisfy stated and implied needs of the information consumer” (Gustavsson and Wänström, 2009)

Channel of Communication: is “the means by which a message is carried from one person to another” (Wrench and McCroskey, 2008).

Content of Communication: is “the type of influential communication strategies used by the organizations and supervisors for guiding the employees.” (Fisher, Maltz, & Jaworski, 1997)

Frequency of Communication: is “the amount of communications between an organization and its employees.” (Farace, Monge and Russell 1977)

Direction of Communication: is “the information flow and feedback within an organization.” (Farace et al., 1977)

Employees' Performance: is “the outcome or contribution of employees to make them attain goals.” (Herbert, John & Lee 2000)

1.9. Organization of the study

This study organized through five major chapters that constitute varied sub chapters under each. The first chapter deals with the introductory part. The

second chapter includes review of theoretical and empirical literatures that support the research. The research methodology is presented in the third chapter of this study. Chapter four present the result of data analysis with their interpretation. In the last, chapter five provides data discussion and conclusion of the research followed by recommendation given by the researcher.

CHAPTER TWO

2. REVIEW OF THEORETICAL AND EMPIRICAL LITERATURES

2.1. Introduction

In this chapter relevant theoretical literature about internal communications, its elements and internal communication dimensions are presented. Furthermore the empirical studies about the relationship between employee performance and internal communication also examined and explained.

2.2. Communication

Communication is “the exchange of information between a sender and a receiver, and the inference (perception) of meaning between the individuals involved (Bowditch, Ben-Ner and Jones, 1997). It is a two way process consisting of consecutively linked elements. The term communication is derived from a Latin word ‘Communis/ communicare’ which means that to impart, to participate, to share, or to make common. It is a process of exchange of facts, ideas, and opinions and as a means that individuals or organizations share meaning and understanding with one another. In other words, it is a transmission and interacting the facts, ideas, opinions, feelings, and attitudes (Overton, 2007; McLean, 2012).

Miller (2012) discussed the concept of communication by relating to the management evolution and organizational structures. According to him, during the classical period, Fayol, Weber, and Talyor used to focus more on Mechanical activities, and employees were obliged to follow the principles, standards strictly. Concerning the communication, the direction of the communication was more or vertical (Downward), and modes of communication were usually written, and the style of communication was formal. Generally, communication during this era was *task-communication*.

Since the 1920s, classical approach replaced by the Human relations approach, Elton Mayo and his colleagues were best known for the Hawthorne experiment. From their experiment, they found that informal relationship and

communication enhances the productivity of employees in that time, task-related communication still existed, but it was accompanied by communication that attempted to maintain the quality of human relations within the organization- maintenance communication.

Communication is playing a significant role in day-to-day activities of individuals and organizations. Particularly, effectiveness and efficiency of an organization towards reaching its goal is measured by its capability in managing every changes and level of communication of every endeavor. Additionally, Communication is a key to success—in relationships, in the workplace, as a citizen of country, and across individuals' lifetime.

In the 1950s, McGregor introduced the human resource approach, namely Theory X and Theory Y. based on his thought, X people required tight supervision and command, and managers were expected to be dominant whereas for Y people, liberal leadership is suitable. In this era, the third type of communication comes to the forefront- *innovation communication* - which is interaction about how the job can be done better, new products the organization could produce, different ways of structuring the organization, and so on. Because the human resources approach to organizing places a premium on input from employees, the innovation content of the communication is critical.

Other people also take the concept of communication better position as communication means different things to different people in different situations. Accordingly, simply adopting a set of particular skills is not going to guarantee success. Thus, good communicators are those who understand the underlying principles behind communication and are able to enact, appropriately and effectively, particular communication skills as the situation warrants. Therefore, communication is the process by which people interactively create, sustain, and manage (Conrad & Poole, 1998).

2.3. Organizational Communication

Organizational communication is “the social collectives in which people develop ritualized patterns of interaction in an attempt to coordinate their activities and efforts in the ongoing accomplishment of personal and group goals” (Kreps, 1986). It is also defined as the channels and forms of communication that occur within organizations, such as companies, non-governmental, and governmental organizations. It includes both communications within an organization and public-facing communications. Organizational communication can be classified in two groups: internal and external communications,

2.3.1. External Communication

External communication implies contacts which have the object of business through connections with suppliers, distributors, consumers, public opinion, together (Miller, 2015). It flows outward and addresses people outside the organization such as customers, suppliers, competitors, and the public.

External communication refers to communication management strategy, which any organization applies for the purpose of communicating messages to the general public. Any kind of information, consultation, advertisement, brochure, letter, and any form of contact between persons or things in your organization and those outside it is or should be part of the communication strategy (Shonubi and Akintaro, 2016). External communication takes into account: the identity of the organization, the organization’s image, brand identity/brand, integrated campaigns. Through them, the organization/institution is known and informs all those interested in information about the activities and actions undertaken (Vidales Gonzáles, 2011) cited in (Rizescu, 2017).

2.3.2. Internal Communication

According to Trahant (2008), internal communication stated as the exchange of communication both informal and formal between top hierarchy members and employees within an organization. In other words, it exists between superiors, managers, supervisors and employees or peer-to-peer. It is geared at

connecting employees as well as groups and organization in general to simplify realization of collective interest and unstructured cooperation (De Ridder, 2004).

In internal communication, management communication is crucial for success of the company, responsible manager not communicating at random and at will, but as a communication strategy to support the organization's strategy implementation, creating a climate of communication depends on productivity and capacity adaptation of the institution, so its success (Nicoleta & Dumitru, n.d).

Inside communication proposes that information transmission triggers the fulfillment, by the staff of those activities, while ensuring a stimulation of the employees towards their adhesion to the objectives of the organization. Internal communication aims to send, by audiences, suitable messages on which the organization wishes to serve in society (Shonubi and Akintaro, 2016) .

Effective internal communication will certainly result in the welding of the team working in a harmonious relationship between the employee and the employer, whereas it offers everyone the chance to get to know each other, get to know the organization's objectives in working effectively, to work, to actively participate in all activities within the Organization, to be more motivated, etc. As an instrument of internal communication, through which the Organization informs, reminds, announces projects, policies, actions, activities etc., a periodic newsletter can be used, sent via e-mail or on paper (Rizescu, 2017).

The mode of communication including formal and non-formal channels is used to transmit information between the sender and the recipient. Similarly, the content of the communication and the orientation communication have two sides and each side covers a strategic nature that is used by the sender to influence the attitude of the recipient as well as the flow of information (Javadi, 2018).

According to Schermerhorn, Osborn, Uhl – Bien and Hunt (2011, p.264) Organizations are designed based on bureaucratic organizing principles, meaning that jobs are arranged in hierarchical fashion with specified job

descriptions and formal reporting relationships. However, much information in organizations is also passed along more fluidly, through informal communication networks. It could be oral or written, visual or audio-visual, formal or informal, and upward or downward.

There are two types of information flows in organizations: formal and informal communication channels.

2.4. Formal and Informal Communication

Formal communication takes place based on the organizational structure. They follow the established chain of command or line of authority. Formal information can be transmitted internally or externally (Shonubi and Akintaro, 2016; Miller, 2014; Nicoleta and Dumitru, n.d.,).

This communication can have three forms; Vertical, both downward (top-down), and upward (from the bottom - up), and horizontal (communicating laterally). The mode of communication can be, written, verbal or non-verbal.

On the other hand, Informal channel of communication is an official chain of command which flows in any direction. It takes place in an unstructured manner and outside the formal forums. It is mostly used when there are gaps in or barriers to formal communication which disturb the employees from getting the information they require or desire. Common sources are; rumor (an unofficial channel which transmits unreliable information), grapevine (it carries more reliable and valuable information. It can be single strand, gossip or cluster). The mode of communications are not different from formal communication (Nicoleta & Dumitru, n.d.,). Grapevine, or network of friendships and acquaintances through which rumors and other unofficial information are passed from person to person is a common channel of informal communication.

According to various studies done by Bratton, Callinan, Forshaw, and Sawchuk (2007), grapevine or rumor tested to be one of the fastest channels and often accurate. A weak and ineffective formal organizational communication may be the consequence of this outcome. However, the informal communication

network without official verification is not necessarily bad. The existence of a parallel and strong information communication may be a challenge to the formal structure. This is especially so when there is rampant and uncorroborated rumors in the network. Information on that network can be used to formulate effective communication policies for the organization (Sostek, 2006).

2.5. Patterns of Communication within Organization

Organizational communication has two dimensions; vertically and horizontally. Vertical communication is a downward and upward form of direction. In other words vertical communication transmits information among different levels in the organizational structure. However, horizontal communication transmits information among people, divisions, departments and units within the operational structure.

2.5.1. Downward Communication

Schermerhorn et al. (2011p.266) described “Downward communication follows the chain of command from top to bottom”. The purpose of downward communication is to assign tasks respectively, postulate instructions and directions. It is also aimed to inform employees of job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees’ past performance (Robbins, Judge, and Campbell, 2010). In fulfilling employees’ basic necessities, it is important that employees receive satisfactory and correct information regarding the organization and their roles to be accomplished, and there must be instantaneous feedback about their performance (Greenberg and Baron, 2008).

2.5.2. Upward Communication

According to Schermerhorn et al. (2011p.266), “upward communication is the flow of messages from lower to higher organizational levels”. The authors discussed that the several importance of upward communication in which it serves; it possesses upper levels up-to date about what subordinate are doing,

what their problems are, what ideas they have for developments, and how they sense about the organization and their works. Upward communication is vital to the success of an organization. The absence of upward communication can destruct a company from reaching to its goals and objectives.

2.5.3. Lateral communication

Lateral communication is the flow of messages at the same levels across organizations Schermerhorn et al. (2011p.266). It proceeds in a flat manner and takes place among equals level. This type of communication is progressively usual with the leveling of the hierarchical structure and the introduction of matrix organizations (Greenberg and Baron, 2008). According to Robbins et al., (2010) and Tubbs and Moss, (2008) this type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers.

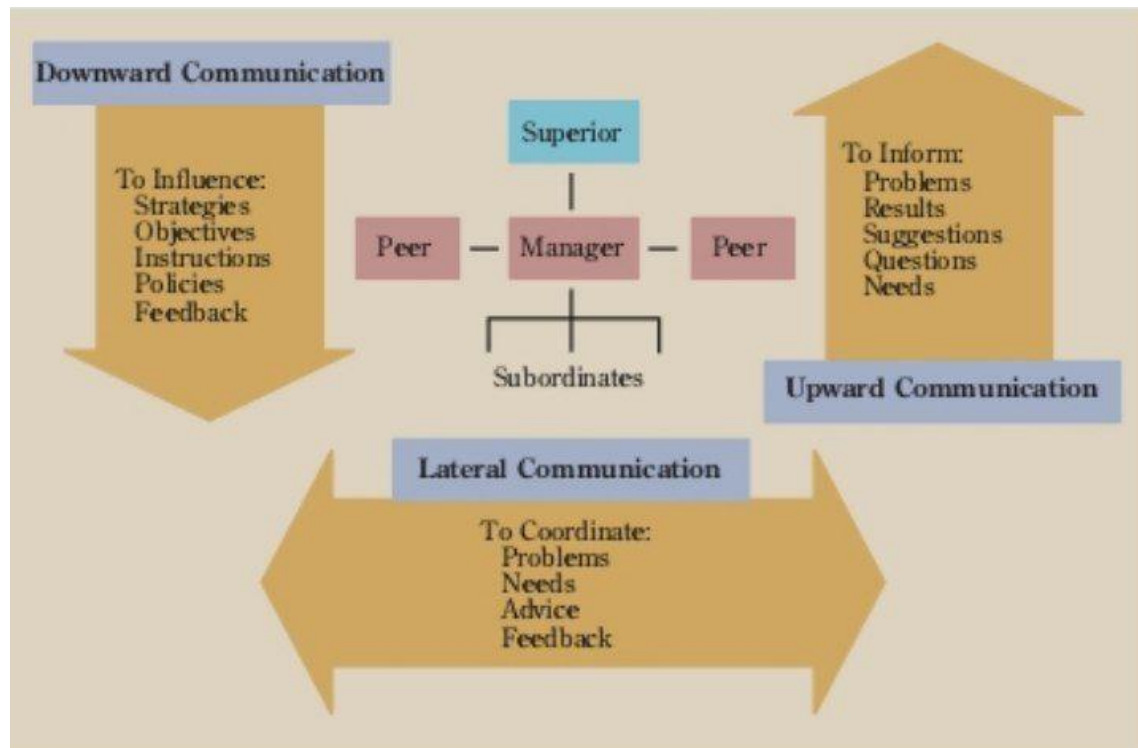


Figure 1.1: Directions for Information flows in and around organizations

2.6. Employees Performance

Organizations are established to attain certain goals, and to meet these goals they are expected to coordinate and combine different resources such as physical, financial, natural, human and other. Out of these, human resources are the most and important resources. In the absence of these resources, other resources alone cannot produce any output at all (Sharma, 2015).

Though human resources are vital resources, in order to get their effort, they have to be trained, coached, effectively communicated, motivated and compensated (Kenny, 2019). The contribution of employees on job is the most important factor for development and excellence in the organization (Korkaew and Suthinee, 2012). The performance of employees on different jobs in close coordination is needed for success of the organization (Macey and Schneider, 2008)

Employee performance involves the achievement of each employee in accordance with the organization's regulations, requirements and expectation. Employee performance is the result of ability, effort and perception of task from the employees (Hee, Cheng, Yaw, Gee, Kamaludin, Prabhakaran, 2016) (Ping, Ahmad, Hee, 2016)

Communication is not only able to influence employee's performance through motivation, but it gives a direct impact on employee's performance (Rukmana, 2018). Therefore, motivating employees can positively affect the performance of employees which can in turn positively impact on service quality (Mhlanga, 2018).

2.7. Theoretical Foundations on Organizational Communication

The concept of effective communication on employees' performance and its studies has been based on several theories. There are different theories of communication. Herewith, we will discuss some theories developed by scholars.

2.7.1. Human Relations – Approach

Communication is plays a significant role in the area of relationship management. One of the main importances of communication is that it

enhances the effectiveness of internal communication in the work environment. Generally human relation approach discusses the interaction between management and employees, their motivation and influence on organizational events. This approach helps to determine the application of the different types of communication channels.

2.7.2. *Systems Theory*

The system approach recognizes the part played by communication in encouraging the different aspects of organizations. Organizational communication research tends to identify some main components of the system theory namely; wholeness, hierarchical and feedback.

In systems theory, the whole determines the character and functions of parts (Weckowicz, 2002). Wholeness refers to the vitality of the individual parts of the work place system for the existence of the whole organization.

According to Miller (2009), the concept of hierarchy indicates the structured manner of an organization's system. In this regard, the individual systems are organized into subsystems to make up the entire system. Miller (2009) additionally states that, feedback makes decision makers to be in top management thereby allowing the rest of the employees in the system to communicate. According to Salem (1999), interdependence is the main principle when it comes to the systems theory.

2.8. *Empirical Literature Review*

In the light of this study, even though they are limited in number there are empirical researches that are conducted to figure out the relationship between internal communication and employees' performance. These studies brought about many findings.

Muley (2019) conducted a study on “The Effect of Internal Communication on Employees’ Performance in the Ethiopian Ministry of Health” he said that effective Internal communication plays a vital role on employees’ performance, as it involves transmitting and receiving information. His research tested the substantial relationship amid communication and employees’ performance in

the Ethiopian Ministry of Health. Descriptive and inferential statistical research design was adopted using both quantitative and qualitative methods which are the mixed research approach. Data were gathered through questionnaire with sample of 271 respondents. The outcome of the research revealed that there is a relationship between effective communication and employees' performance. As Per the outcome showed in the study, a recommendation was made that the organizations should incorporate adequate measures in ensuring that communication within the organization is consistent, clear, effective, and follows well recognized and formally instituted channels for the purpose of avoiding ambiguities, since such actions have been made to facilitate a more efficient and effective employees.

Biruk (2018) presented a study, which sought to investigate "The Effect of Internal Communication on Employees Engagement in Commercial Bank of Ethiopia". An explanatory research design and quantitative method was used to analyze data from a questionnaire. He took a sample size of 287 employees who are working at the Head Office, District Offices and six special branches found in Addis Ababa. The key findings from the study were that, internal communications practices plays an important role in employee engagement. The paper concluded that, top management should always make close follow up and assist the supervisors by any means not only for the purpose of achieving the desired engagement score but the positive supervisor subordinate relation that is emerged through this process to be a culture across and developed to the extent of to be a system in the Bank.

Rajhans (2012) also highlighted on employee motivations and performance. From his analysis morale, motivation and performance of employees has a clear reflection on the manner in which an organization communicates with its members. The aim of the study was to explore the inter-relationship between communication and motivation and its overall impact on employee performance. Rajhans' (2012), considers the results of a study of organizational communication and motivational practices followed at a large manufacturing company.

Ainobushoborozi (2013), similarly did a study which examined the impact of effective communication on labour productivity in civil engineering projects with a case study of Kampala Central division. Multinomial logit (MNL) estimation technique was employed to measure the existing relationship between effective communication and labour productivity, and other explanatory variables include work duration spent in a company, educational qualifications, timely information on changes at work, cooperation at work and adequate training provided to employees. The findings showed that asking for clarity in communication, cooperation at work to get tasks completed and timely information about changes affecting work are statistically meaningful to labour productivity in civil engineering projects. He stressed that in order to attain the targeted productivity level, managers should ensure clarity of any instruction at work, provide adequate training to employees, ensure cooperation at work by providing incentives and finally develop a good communication plan to ensure timely information delivery especially on changes affecting work.

2.9. Barriers and Breakdowns in Communication System in an Organization

Ineffective communication could be detrimental for the development of the communication system of an organization at different levels. Various forms of ineffective communication such as using the wrong communication channel, expressing ideas in vague terms or conveying nonverbal information in inappropriate way could result in an irreversible destruction to the structure of a company that failed to interact with the employees within that environment in a timely manner.

Misunderstood information is also another indication of ineffective communication. It highly hinders the normal pathway of communication. That is, the listener would fail to understand the message the speaker is trying to express. Miscommunication could generate in a company with a congested structure during the process of encoding-decoding of information. The more

complex the hierarchical levels of an organization are, the harder it is to convey a message in its original and accurate form. Hence, in such companies, Obstruction of the communication channel is inevitable.

Lack of involvement with the topic at hand or the speaker may also lead to ineffective communication. Emotional distress, unplanned and untimely messages, language barriers may prompt communication breakdown as messages might be deciphered in wrong way. In order to ensure the success of a company, it's mainly up to managers to sustain the smooth exchange of information within the company.

2.10. The Relation between Internal Communication and Employees' Performance

2.10.1. *Communication Quality*

The communication quality is the measurement of how accurate and reliable the information is as compared to the message that was originally sent from the source. The quality of communication is the concept in which communication is said timely, meaningful and easily understood. The quality of communication is significantly important for accurately communicated information can help employees accomplish their tasks efficiently and effectively. Finally, it will result in work motivation that creates highly satisfied employees.

2.10.2. *Communication Mode*

Communication channels relaying information from senders to recipients is referred to as communication mode including face to face meetings, email, newsletters, reports, written memos and telephone calls (Johlke & Duhan, 2000; Maltz, 2000). Proper utilization of the aforementioned channels ensures excellence of an organization for it overcomes barriers that result in miscommunication. Moreover, it contributes to the timely prosecution of planned projects in a company.

2.10.3. *Communication Content*

The communication content refers to the type of influential communication strategies used by the organizations and supervisors for guiding the employees (Fisher, Maltz, & Jaworski, 1997). Using influential communication strategies leads to shared vision, goals, openness and trust within the organization and also employees tend to have higher morale and are more motivated in the workplace. It is important to use effective strategies to communicate to bring about higher performance rate.

2.10.4. *Communication Frequency*

Communication frequency refers to the amount of communications between an organization and its employees (Farace et al., 1977). More communication frequency from the senior managers and the directors are considered as the major determinants creating good performance and higher levels of satisfaction (Keller, 1994; Kim & Umanath, 1992; Zeffane & Gul, 1993). However, Ganster and Schaubroeck (1991) argued that if the organizations communicated too often, the employees start to feel in pressure. Moreover, Maltz (2000) said that if the organization communicates with staff excessively or insufficiently, it will cause overload of information or confusion and conflict.

2.10.5. *Communication Direction*

The direction of communication is defined as the information flow and feedback within an organization (Farace et al., 1977). According to Johlke and Duhan (2000), information or communication can flow in many directions that are either two-way (bidirectional) or one-way (unidirectional). Bidirectional communication happens when organizations and supervisors provide information and encourage employees to give feedback. On the other hand, unidirectional communication happens when organizations and supervisors provide information with employees, and do not encourage the staff to respond with feedback or ideas (Johlke & Duhan, 2000). It establishes and maintains a healthy relationship within the organization.

2.11. Research Hypothesis

Based on the above research questions, the following research hypotheses were formulated to guide the study:

H1: *The quality of information has positive effect on employees' performance.*

H2: *The mode of internal communications has positive effect on employees' performance.*

H3: *The content of internal communications has positive effect on employees' performance.*

H4: *The frequency of internal communications has positive effect on employees' performance.*

H5: *The direction of internal communications has positive effect on employees' performance.*

2.12. Conceptual Framework

This study involves communication quality, communication channels, communication frequency, communication Content, and openness of superiors as independent variables to measure internal communication. Additionally as dependent variable, the study involves employee performance. After careful examination of theoretical and empirical literature review the following conceptual framework is formulated to illustrate the relationship between the two variables.

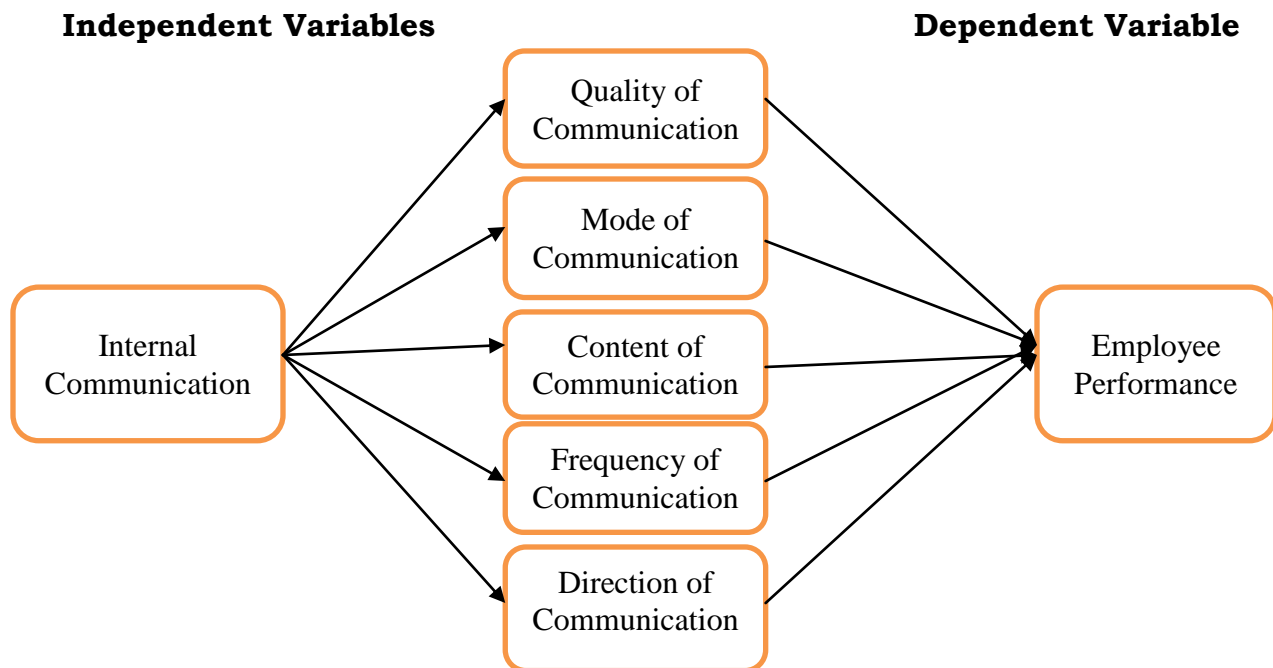


Figure 2.2: Conceptual Framework of the study (Johlke & Duhan, 2000; Maltz, 2000)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter of the study deals with the research approach, research design, research strategy. It also includes the target population, sample and sampling designs, data collection instruments and methods of data analysis with their justification.

3.2. Research Approach

According to Creswell (2009) quantitative, qualitative, and mixed research approaches are the most common research approaches used in business research. The researcher used quantitative research approach (quantitative method for structured questionnaires) in order to show the relationship between variables in examining the effect of internal communications on employees' performance.

3.3. Research Design

The main purpose of this study was not only to examine but also to analyze the effect of internal communication on employee performance. It also describes, and critically examines the quality, channels, contents, frequency and directions of communication. In addition to that, it also examined their impacts on employees' performance.

Therefore, the study was conducted through an explanatory research design to examine the effect of internal communication on employee performance through a comparative study because this research design had an advantage in explaining the system of internal communications in relation to employee performance. As an explanatory research, it explained, understood and predicted the effect of the relationship between employee performances and internal communication elements (i.e. quality, content, mode, frequency and directions).

3.4. Research Strategy

Case study strategy was applied for conducting this study. Case studies mainly involved the observation of employees. As a result, this strategy suited the research given since it was only in an organization that there existed functional communication relationships between employee and superiors and among the employees themselves. It also had an advantage for the researcher for it allowed multiple data collection techniques in order to describe, explain the given situations, practice and the result. This study chose a case study of Elilly International Hotel and Marriott Executive Apartments Addis Ababa.

3.5. Time Horizon

This study was based on cross-sectional research method to gather data since cross sectional method had merits in gathering important data for the research by applying questionnaires and interview within a relatively short period of time than longitudinal research method.

3.6. Population, Sampling Techniques and Sample Size Determination

3.6.1. *Sampling Technique*

Both random and non-random sampling techniques (judgmental and stratified sampling techniques) were used. First, the two hotels (Elilly International Hotel and Marriott Executive Apartments Addis Ababa) were selected purposely, because Elilly International Hotel was non-franchised hotel owned by local person and it had no affiliation with international brands, and the second (Marriott Executive Apartments Addis Ababa) was franchised and its headquarter is in Bethesda, Maryland, U.S.A.. Both hotels were five star hotels. Secondly, the participants of the study were selected using stratified sampling technique. To draw sample from each stratum, primarily the population was classified into two groups based on their work place; Elilly International Hotel population (n1) and Marriott Executive Apartments Addis Ababa population (n2). Then finally, simple random sampling technique was used to draw the sample size.

3.6.2. Sample Size Determination

The sample size was calculated using a single population proportion formula by taking 50% proportion, 5% marginal error and standardized normal distribution at 95% CL. There was no data found on any earlier estimates of prevalence of internal communication on employees' performance in the hotel industry. Therefore, by assuming the prevalence to be 50 % the required sample for this study was calculated by taking an allowable error of 5%, 95% confidence limits and 10% for non-responders.

By using those parameters,

$$n = \frac{z \left(\frac{\alpha}{2} \right)^2 * P(1-p)}{d^2}$$

$$n = \frac{1.96^2 \times 0.5 (1-0.5)}{(0.05)^2} = 384$$

Where;

n- Is the minimum sample size required?

p-by taking 50%

d- Is the margin of sampling error tolerated (5%)

$Z_{\alpha/2}$ the standard normal variable at (1- α) % confidence level and, α is mostly 5% i.e., with 95% confidence level. Since the source population is less than 10,000 the sample size is adjusted with the following correlation formula.

$$nf = \frac{ni}{1 + \frac{ni}{N}}$$

$$nf = \frac{384}{1 + \frac{384}{444}} = 206$$

Adding non response rate of 10% the total sample size becomes 206+20 =226

3.6.3. Sampling Technique

This study attempted to examine the effect of internal communication on employees' performance in the hotel industry through the opinion of employees. To have a better picture about the hotel the study consisted of a population of employees from top management to non-management level. In the study, stratified random sampling method with proportionate allocation was used to get the required sample size. Strata were created based on the forms obtained from the hotels (i.e. franchised vs. non-franchised) and sample within each stratum is further selected by simple random sampling.

$$n_x = \frac{(N_x)n}{N}$$

Where;

n = sample size (226)

n_x = sample size in stratum x

N = number of source population (444)

N_x = population size in stratum (Elilly International Hotel's employees (n_1) = 273, Marriott Executive Apartments Addis Ababa's employees (n_2) = 171.

$$n_1 = \frac{273}{444} \times 226 = 139 \text{ (Sample size from Elilly International Hotel)}$$

$$n_2 = \frac{171}{444} \times 226 = 87 \text{ (Sample size from Marriott Executive Apartments Addis Ababa)}$$

$$n_1 + n_2 = 226$$

3.6.4. Stratified Sample size determination

Table 3.1: Stratified sample size (Elilly International Hotel)

Position	Stratified Sample size determination	Sample size
Managers/Individual contributors	$(25 \times 139) / 273$	13
Executive committee	$(10 \times 139) / 273$	5

members/Front line Managers		
Supervisors	$(31 \times 139) / 273$	16
Line associates	$(207 \times 139) / 273$	105
	Total	139

Table 3.2: Stratified sample size (Marriott Executive Apartments Addis Ababa)

Position	Stratified Sample size determination	Sample size
Managers/Individual contributors	$(16 \times 87) / 171$	8
Executive committee members/Front line Managers	$(6 \times 87) / 171$	3
Supervisors	$(20 \times 87) / 171$	10
Line associates	$(129 \times 87) / 171$	66
	Total	87

3.7. Source of Data Collection

Both primary and secondary data sources were used to conduct the study. Primary data sources used in this study consisted of structured self-administered questionnaire, personal observation of managers and employees of the hotels. The questionnaire was administrated to employees of Elilly International Hotel and Marriott Executive Apartments Addis Ababa at different job levels and functions within the hotel. And the secondary data sources were collected from relevant materials found in journals, internet, textbooks and articles on internal communication and employee performance.

3.8. Methods of Data Collection and Instruments

To gather data from both primary and secondary sources, various methods of data collection were used. The main technique used was questionnaire (closed-ended). The reason for constituting the questionnaire was to reduce variability in the meanings possessed by the questions as a way of ensuring similarity of responses. For supplementary data, secondary sources were reviewed.

Concerning the instruments, closed-ended questions in Likert-scale format were adopted from previous studies and distributed to 226 participants.

The questionnaire was designed and structured in to three sections; the first section was about the demographic data of the respondents, in the second section respondents were required to provide an answer as to their perception on internal communication and employee performance in the organization; quality, channel, content, frequency and direction of communication. Lastly, in the third section of the questionnaire the communication channel status of the organization was requested.

3.9. Measurements

Internal communication was measured by five factors as adapted from Johlke and Duhan (2000) internal communication elements), were quality, content, frequency, channels and directions of communication. This survey followed a five-point scale for each question ranging from "strongly disagree" to "strongly agree". The scale was coded from one to five, one representing "strongly disagree", two – “disagree”, three- “neutral”, four- “agree” and five "strongly agree”. On the instrument, the numbers from 1 to 6 represented demographic data of the respondents, from 7 to 11 measured the quality of communication; channels of communication were measured by 6 items of the instrument which were labeled from 12 to 17, content of communication was measured through items 18 to 23. Frequency of communication measured by 5 items was labeled from 24 to 28 while direction of communication was measured by 6 items labeled by the numbers 29 to 34. Regarding the dependent variable Employee performance and its relationship with internal communication, 10 items were labeled by the numbers 35 to 44. And to assess the communication channel status of the organization on section C of the questionnaire. 2 items were labeled by the number 1 to 2

3.10. Validity and Reliability

3.10.1. *Validity*

Validity refers to how accurate an instrument is at measuring what it is trying to measure. To this end, the content of validity of the data collection instrument was determined through discussing the research instrument with the researcher's supervisor. The valuable comments, corrections, suggestions given by the research experts assisted the validation of the instrument.

3.10.2. *Reliability of the measurement*

The reliability analysis of the study for both hotels is shown below.

Table 3.3: Reliability Statistics of Marriot Executive Apartments

Variables	No. of Items	Cronbach's Alpha
Employee Performance	10	0.78
Quality of Communication	5	0.81
Channel of Communication	6	0.72
Content of Communication	6	0.75
Frequency of Communication	5	0.80
Direction of Communication	6	0.72
Total	38	0.76

Table 3.4: Reliability Statistics of Elilly International Hotel

Variables	No. of Items	Cronbach's Alpha
Employee Performance	10	0.83
Quality of Communication	5	0.75
Channel of Communication	6	0.77
Content of Communication	6	0.78
Frequency of Communication	5	0.81
Direction of Communication	6	0.72
Total	38	0.77

As shown above on tables 3.3 and 3.4 the average Cronbach alpha coefficient for all items is 0.76 and 0.77 respectively. Hence, the expected scales used in this study reveal high reliability.

3.11. Data Processing and Analysis

Quantitative data analysis techniques were used to present the finding. Once data were gathered through the appropriate techniques, they were processed through coding, editing, and tabulation to make them ready and to facilitate for statistical analysis. Then, Statistical Package for Social Sciences (SPSS version 23) was used to analyze the data. Descriptive statistics such as frequencies, percentage, mean and standard deviation were used to assess the effect of internal communication on employee performance. And also various statistical tools such as arithmetic mean of constructs, Pearson correlation coefficient, and multiple regressions were also deployed. Finally, the outcomes of these statistical tools were presented in different forms such as graphs, charts and in narrations formats.

3.12. Model Specification

Regression analysis is a statistical tool used to investigate the nature of cause/effect relationship between two or more variable, where one of the variables depends on the other variable(s). In this study, multiple regression analysis was adopted to investigate the effect of internal communication on employee performance. Multiple regression is based on correlation, but allows a more sophisticated exploration of the interrelationship among a set of variables (Pallant, 2005). Thus, the relationship between employee performance (Y_i) and the explanatory variables are specified as follows.

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e_i$$

For the purpose of the study the above regression model customized in to the following model:

$$EP = \beta_0 + \beta_1 QC + \beta_2 MC + \beta_3 CC + \beta_4 FC + \beta_5 DC + e_i$$

β_0 –intercept

$\beta_1 - \beta_6$ = regression coefficients for measuring independent variables

EP=employee performance QC=Quality of communication, MC= Modes of communication, CC= Content of communication, FC= Frequency of communication, DC= Direction of communication, e_i = error term

3.13. Ethical Considerations

Though the aim of this research was not to study humans as such, human participants will involve in the study, which necessitated the consideration of ethical issues. Scholars distinguished four classes of ethical issues in research, among which are protection from harm, informed consent, and the right to privacy. The study will be carried out on informed consent basis, which implies that participation by individuals must be voluntary and not of compulsion (Leedy & Ormrod, 2005).

Another ethical issue considered was right to privacy principle, which requires researchers to “respect participants’ right to privacy”. Their response will be used only for research purpose and remain confidential and anonymous.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter deals with the data analysis and interpretation part of the respondents of the selected hotels of Elilly International Hotel and Marriott Executive Apartments Addis Ababa.

The questionnaires consist three sections. The first section deals with demographic data which contains six questions Such information includes demographic profile and general information of respondents, the second section consist the main part of the research organized through 38 likert scale rating questions to measure the dependent variable (employee performance) and independent variables (quality , channels, content, frequency and direction of communication) and the third section consists questions to assess communication channel status of the organization.

Questionnaires were prepared and distributed to those permanent employees of both hotels under the study and collected. From the total number of 226 questionnaires that were distributed to the respondents, 204 questionnaires were appropriately filled and returned from both hotels. At Elilly International Hotel total 139 questionnaires that were distributed to the respondents, 123 questionnaires were filled and returned. In the case of at Marriot Executive Apartments total 87 questionnaires that were distributed to the respondents, 81 questionnaires were filled and returned. The response rate is 90%.Only 22 (10%) questionnaires were void. Therefore, the analysis is conducted based on 204 questionnaires returned. The return rate is very suitable for further analysis.

4.2. Demographic information of the respondents

Table 4.1: Demographic statistics

Elilly International Hotel					
Demographic Items	Categories	Frequency	Percent	Valid %	Cumulative %
Gender	Male	85	69.1	69.1	69.1
	Female	38	30.9	30.9	100.0
	Total	123	100.0	100.0	
Age	18-25	26	21.1	21.1	21.1
	26-39	58	47.2	47.2	68.3
	40-55	35	28.5	28.5	96.7
	56 and Above	4	3.3	3.3	100.0
	Total	123	100.0	100.0	
Educational Background	High school certificate	24	19.5	19.5	19.5
	Diploma	39	31.7	31.7	51.2
	Bachelor's degree	53	43.1	43.1	94.3
	Master's degree and above	7	5.7	5.7	100.0
	Total	123	100.0	100.0	20.3
Management Level	Non-Management	106	86.2	86.2	86.2
	Lower Management	11	8.9	8.9	95.1
	Middle Management	4	3.3	3.3	98.4
	Top Management	2	1.6	1.6	100.0
	Total	123	100.0	100.0	
	0-5 years	114	92.7	92.7	92.7

Work experience	6-10 years	9	7.3	7.3	100.0
	11-19 years	-	-	-	-
	20 years and above	-	-	-	-
	Total	123	100.0	100.0	
Marriot Executive Apartments					
Demographic Items	Categories	Frequency	Percent	Valid %	Cumulative %
Gender	Male	52	64.2	64.2	64.2
	Female	29	35.8	35.8	100.0
	Total	81	100.0	100.0	
Age	18-25	12	14.8	14.8	14.8
	26-39	39	48.1	48.1	63.0
	40-55	26	32.1	32.1	95.1
	56 and Above	4	4.9	4.9	100.0
	Total	81	100.0	100.0	
Educational Background	Level 1 - 2 Certificate	28	34.6	34.6	34.6
	Diploma	10	12.3	12.3	46.9
	Bachelor degree	34	42.0	42.0	88.9
	Master's degree and above	9	11.1	11.1	100.0
	Total	81	100.0	100.0	
Management Level	Non-Management	64	79.0	79.0	79.0
	Lower Management	12	14.8	14.8	93.8
	Middle Management	2	2.5	2.5	96.3
	Top Management	3	3.7	3.7	100.0

	Total	81	100.0	100.0	
Work experience	0-5 years	81	100.0	100.0	100.0
	6-10 years	-	-	-	-
	11-19 years	-	-	-	-
	20 years and above	-	-	-	-
	Total	81	100.0	100.0	

From the above table 4.1 it is realized that the majority of the respondents were male in both hotels. Specifically, female are accounted (31% and 36%) that is 38 and 29 in number and male are 85 and 52 (69% and 64%) out of the total respondents of 123 and 81 from Elilly international Hotel and Marriot Executive Apartments.

Elilly International Hotel: The age distribution of the respondent showed that the most of the respondents were between the ages of 26 to 39 years, which are 58 (47%), followed by the age categories 40 to 55 that counts 35 (29%). The age group between 18 to 25 and 56 and above years have a value of 26 (21) % and 4(3) % respectively.

Marriot Executive Apartments: age distribution of the respondent showed that the majority participant were from age 26 to 39 years old, which are 37 (46%), followed by the age categories 18 to 25 that counts 29 (36%) . The age group between 40-55 and 55 and above years have a value of 10(12) % and 5(6) % respectively.

This implies that majority of employees in both hotels are composed of younger manpower who are energetic.

Table 4.1 also presented the educational level of the respondents. 24(19%) respondents have High school certificate, 39(32%) respondents are Diploma holders, while 53(43%) respondents have Bachelor's degree and 7(6%) respondents have master's degree and above. Depending on the respondents' response of education levels the distribution showed that the majority of the respondent have Bachelor's degree Where as in Marriot Executive Apartments, the educational level of the respondents shows that 11(14%) respondents have

High school certificate, 18(22%) respondents are Diploma holders, while 43(53%) respondents have Bachelor's degree and 9(11%) respondents have master's degree and above. Depending on the respondents' response of education levels the distribution showed that the majority of the respondent have Bachelor's degree.

This implies that the both hotels have educated man power.

Table 4.1 represents respondent's level of management. At Elilly international hotel, 106 (86%) of the respondents were non- management staff members, while 11(9%) lower management staff members, 4(3%) and 2(2%) were from middle management and top managerial level respectively. These results shows that majority of the respondents were from non- managerial level and seconded by lower managerial level. Whereas, in Marriott Executive Apartments From these 64 (79%) of the respondents were non-management staff members, while 12 (15%) lower management staff members, 2 (2%) and 3 (4%) were from middle management and top managerial level respectively.

These results shows that majority of the respondents in both hotels were from non- managerial level and seconded by lower managerial level.

At last, the respondent's employment period in Elilly international Hotel showed that 114 (93%) employee <5 years, while 9 (7%) of the respondents have 6-10 years of experience in the hotel. Whereas, in Marriott Executive Apartments Addis Ababa showed that 81(100%), employees have 0 - 5 years of experience in the hotel.

4.3. Descriptive Analysis of Measurement items

Table 4.2: Description of items of effective communication practices Hotels

Item	Distribution	Respondent Categories		Total
		Yes	No	
Elilly International Hotel				
Have this organization adopted effective communication	Frequency	88	35	123
	Valid %	71.5	28.5	100.0

practice?	Cumulative %	71.5	100.0	
Marriot Executive Apartments				
Have this organization adopted effective communication practice?	Frequency	62	19	81
	Valid %	76.5	23.5	100.0
	Cumulative %	76.5	100.0	

The study sought to establish whether both Elilly International hotel and Marriott Executive Apartments had adopted effective communication practices based on the perception of the employees. The results are presented in Table 4.2 The results indicated that 88(72%) and 62(77%) the employee perceived both Elilly International Hotel and Marriott Executive Apartments respectively to have adopted effective communication practices while 35(28%) and 19(23%) were of the opinion that both hotels respectively had not adopted effective communication practices. These findings imply that both Hotels can be said to have effective communication practices according to the views of their employees.

Quality of Information

The first objective of the study was to examine the quality of communication at Elilly International Hotel and Marriott Executive Apartments. The respondents were requested to respond to a number of statements regarding the quality of communication.

Table 4.3: Descriptive statistics: Quality of Communication

Q7	I think that people in my organization say what they mean and mean what they say						
Hotels		Responses					Total
		SD	D	N	A	SA	
Elilly International Hotel	No.	8	47	22	32	14	123
	%	6.5	38.2	17.9	26.0	11.4	100.0
Marriot Executive Apartments	No.	13	35	6	27	-	81

		%	16.0	43.2	7.4	33.3	-	100.0
Q8	Employees in my organization freely exchanges information							
Elilly International Hotel		No.	17	46	24	27	9	123
		%	13.8	37.4	19.5	22.0	7.3	100.0
Marriot Executive Apartments		No.	3	27	9	34	8	81
		%	3.7	33.3	11.1	42.0	9.9	100.0
Q9	People in my organization are encouraged to be really open and candid with each other							
Elilly International Hotel		No.	6	43	26	37	11	123
		%	4.9	35.0	21.1	30.1	8.9	100.0
Marriot Executive Apartments		No.	5	30	14	24	8	81
		%	6.2	37.0	17.3	29.6	9.9	100.0
Q10	The information in my organization is detailed and accurate							
Elilly International Hotel		No.	14	31	42	28	8	123
		%	11.4	25.2	34.1	22.8	6.5	100.0
Marriot Executive Apartments		No.	9	41	8	18	5	81
		%	11.1	50.6	9.9	22.2	6.2	100.0
Q11	The information I receive from other department is consistently reliable							
Elilly International Hotel		No.	29	54	11	23	6	123
		%	23.6	43.9	8.9	18.7	4.9	100.0
Marriot Executive Apartments		No.	17	39	7	14	4	81
		%	21.0	48.1	8.6	17.3	4.9	100.0

Elilly International Hotel	Marriot Executive Apartments
Average Mean value=2.7951	Average Mean value=2.7556
Overall Std. Deviation=.56305	Overall Std. Deviation=.53198

As it is indicated in the above table 4.3 Item Q7, 47(38.2%) and 8(6.5%) of the respondents disagree and strongly disagree respectively that in their organization people say what they mean and mean what they say In contrast, 32(26%) agree and 14(11.4%) strongly agree whereas 22(17.9%) of respondent are neutral at Elilly International Hotel. Whereas, at Marriot Executive Apartments 35(43.2%) and 13(16%) of the respondents disagree and strongly disagree respectively. In contrast, 27(33.3%) agree and none strongly agree while 6(7.4%) of respondent are neutral.

Item Q8 of the table indicates , 46(37.4%) and 17(13.8 %) of the respondents disagree and strongly disagree respectively that in their organization employees freely exchanges information. In contrast, 27(22%) agree and 9 (7.3%) strongly agree whereas 24(19.5%) of respondent are neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 27(33.3%) and 3(3.7%) of the respondents disagree and strongly disagree respectively. In contrast, 34(42%) agree and 8 (9.9%) strongly agree whereas 9(11.1%) of respondent are neutral.

Item Q9 of the table indicates , 43(35%) and 6(4.9 %) of the respondents disagree and strongly disagree respectively that People in their company are encouraged to be really open and candid with each other . In contrast, 37(30.1%) agree and 11 (8.9%) strongly agree whereas 26(21.1%) of respondent are neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 30(37%) and 5(6.2%) of the respondents disagree and strongly disagree respectively. In contrast, 24(29.6%) agree and 8(9.9%) strongly agree whereas 14(17.3%) of respondent are neutral.

Item Q10 of the table shows, 31(25.2%) and 12(11.4 %) of the respondents disagree and strongly disagree respectively that the information they receive is detailed and accurate. In contrast, 28(22.8%) agree and 8 (6.5%) strongly agree whereas 42(34.1%) of respondent are neutral at Elilly International hotel.

Whereas, at Marriot Executive Apartments 41(50.6%) and 9(11.1 %) of the respondents disagree and strongly disagree respectively. In contrast, 18(22.2%) agree and 5(6.2%) strongly agree whereas 8(9.9%) of respondent are neutral.

Item Q11 of the table shows , 54(43.9%) and 29(23.6 %) of the respondents disagree and strongly disagree respectively that the information they receive from other department is consistently reliable . In contrast, 23(18.7%) agree and 6 (4.9%) strongly agree whereas 11(8.9%) of respondent are neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 39(48.1%) and 17(21 %) of the respondents disagree and strongly disagree respectively. In contrast, 14(17.3%) agree and 4(4.9%) strongly agree whereas 7(8.6%) of respondent are neutral.

According to the respondents result an overall average mean value of quality of communication is 2.80 and 2.76, Elilly International hotel and Marriot Executive Apartments respectively. Which is less than the average value of measuring scale. This shows employees are not sufficiently satisfied by the quality of communication of the company. An overall standard deviation of the items is 0.56 and 0.531 respectively representing less diverse responses for each item.

Mode of Communication

The second objective of the study was to examine the channels of communication used in the organization. The respondents were asked to respond to a number of statements regarding the modes of communication used in both hotels. The findings are summarized below:

Table 4.4: Descriptive statistics: Channel of Communication

M12	My organization uses appropriate channels of Communication.						
Hotels		Responses					Total
		SD	D	N	A	SA	
Elilly International Hotel	No.	12	18	32	51	10	123
	%	9.8	14.6	26.0	41.5	8.1	100.0

Marriot Executive Apartments		No.	6	11	8	40	16	81
		%	7.4	13.6	9.9	49.4	19.8	100.0
M13	Communication Channels are convenient and reliable.							
Elilly International Hotel		No.	6	36	21	50	10	123
		%	4.9	29.3	17.1	40.7	8.1	100.0
Marriot Executive Apartments		No.	5	27	9	37	3	81
		%	6.2	33.3	11.1	45.7	3.7	100.0
M14	Managers use oral channel of communication.							
Elilly International Hotel		No.	25	49	13	31	5	123
		%	20.3	39.8	10.6	25.2	4.1	100.0
Marriot Executive Apartments		No.	12	43	9	17	-	81
		%	14.8	53.1	11.1	21.0	-	100.0
M15	Both written and oral channels of communications are convenient for me.							
Elilly International Hotel		No.	-	15	13	73	22	123
		%	-	12.2	10.6	59.3	17.9	100.0
Marriot Executive Apartments		No.	-	2	10	48	21	81
		%	-	2.5	12.3	59.3	25.9	100.0
M16	Written directives and reports are clear and concise							
Elilly International Hotel		No.	7	12	24	62	18	123
		%	5.7	9.8	19.5	50.4	14.6	100.0
Marriot Executive Apartments		No.	4	26	11	33	7	81

		%	4.9	32.1	13.6	40.7	8.6	100.0
M17	Conflicts are handled appropriately through proper communication channels							
Elilly International Hotel		No.	9	12	27	61	14	123
		%	7.3	9.8	22.0	49.6	11.4	100.0
Marriot Executive Apartments		No.	1	18	15	40	7	81
		%	1.2	22.2	18.5	49.4	8.6	100.0
Elilly International Hotel				Marriot Executive Apartments				
Average Mean value=3.3089				Average Mean value=3.2881				
Overall Std. Deviation=.43192				Overall Std. Deviation=.37916				

Item M12 of table 4.4, shows 12(9.8%) and 18(14.6%) strongly disagree and disagree respectively that their organization uses appropriate channels of Communication. In contrast, 51(41.5%) agree and 10(8.1%) strongly agree while 32(26.0%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 6(7.4%) and 11(13.6%) strongly disagree and disagree respectively. In contrast, 40(49.4%) agree and 16(19.8%) strongly agree while 8(9.9%) neutral.

Item M13, indicates 6(4.9%) and 36(29.3%) strongly disagree and disagree respectively that in their organization Communication Channels are convenient and reliable. In contrast, 50(40.7%) agree and 10(8.1%) strongly agree while 21(17.1%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 5(6.2%) and 27(33.3%) strongly disagree and disagree respectively. In contrast, 37(45.7%) agree and 3(3.7%) strongly agree while 9(11.1%) neutral. Item M14, indicates 25(20.3%) and 49(39.8%) strongly disagree and disagree respectively that in their organization Managers use oral channel of communication. In contrast, 31(25.2%) agree and 5(4.1%) strongly agree while 13(10.6%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 12(14.8%) and 43(53.1%) strongly disagree and disagree respectively. In contrast, 17(21%) agree and none strongly agree while 9(11.1%) neutral.

Item M15, shows 73(59.3%) and 22(17.9%) agree and strongly agree respectively that both written and oral channels of communications are convenient for them. In contrast, 15(12.2%) disagree and none strongly disagree while 13(10.6%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 48(59.3%) and 21(25.9%) agree and strongly agree respectively. In contrast, 2(2.5%) disagree and none strongly disagree while 10(12.3%) neutral.

Item M16, shows 7(5.7%) and 12(9.8%) strongly disagree and disagree respectively that written directives and reports are clear and concise. In contrast, 62(50.4%) agree and 14(11.4%) strongly agree whereas 24(19.5%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 4(4.9%) and 26(32.1%) strongly disagree and disagree respectively. In contrast, 33(40.7%) agree and 7(8.6%) strongly agree whereas 11(13.6%) neutral.

Item M17, shows 9(7.3%) and 12(9.8%) strongly disagree and disagree respectively that conflicts are handled appropriately through proper communication channels. In contrast, 61(49.6%) agree and 14(11.4%) strongly agree whereas 27(22%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 1(1.2%) and 18(22.2%) strongly disagree and disagree respectively. In contrast, 40(49.4%) agree and 7(8.6%) strongly agree whereas 15(18.5%) neutral.

As a result for Elilly International hotel and Marriot Executive Apartments the average mean value of the variable is 3.31 and 3.28 respectively which is less than the expected mean of 4; which indicate they are less satisfactory. This implies the performance of employees somehow is not enhanced due to the modes of communication used in the hotels. An overall standard deviation is 0.431 and 0.38 respectively which is relatively small indicating homogeneity of responses.

Content of communication

The third objective of the study was to examine the content of communication in the organization. The respondents were asked to respond to a number of

statements regarding the communication strategies used by the hotels. The findings are summarized below:

Table 4.5: Descriptive statistics: Content of communication

C18	The information from the departments is relevant for my work tasks						
Hotels		Responses					Total
		SD	D	N	A	SA	
Elilly International Hotel	No.	-	15	24	58	26	123
	%	-	12.2	19.5	47.2	21.1	100.0
Marriot Executive Apartments	No.	-	10	17	31	23	81
	%	-	12.3	21.0	38.3	28.4	100.0
C19	I am kept informed about how well organizational goals and objectives are being met.						
Elilly International Hotel	No.	8	19	27	49	20	123
	%	6.5	15.4	22.0	39.8	16.3	100.0
Marriot Executive Apartments	No.	2	9	20	39	11	81
	%	2.5	11.1	24.7	48.1	13.6	100.0
C20	I always receive an important information's to my work tasks						
Elilly International Hotel	No.	9	18	21	56	19	123
	%	7.3	14.6	17.1	45.5	15.4	100.0
Marriot Executive Apartments	No.	4	23	9	40	5	81
	%	4.9	28.4	11.1	49.4	6.2	100.0
C21	I am satisfied with explanations I get from top management about why things are done as they are.						
Elilly International Hotel	No.	28	62	16	17	-	123

	%	22.8	50.4	13.0	13.8	-	100.0
Marriot Executive Apartments	No.	22	41	8	10	-	81
	%	27.2	50.6	9.9	12.3	-	100.0
C22	I think that information received from my colleague (co- workers) is reliable.						
Elilly International Hotel	No.	4	29	25	54	11	123
	%	3.3	23.6	20.3	43.9	8.9	100.0
Marriot Executive Apartments	No.	-	21	5	42	13	81
	%	-	25.9	6.2	51.9	16.0	100.0
C23	Top management is providing me with the kinds of information I really want and need.						
Elilly International Hotel	No.	20	65	23	13	2	123
	%	16.3	52.8	18.7	10.6	1.6	100.0
Marriot Executive Apartments	No.	8	46	13	10	4	81
	%	9.9	56.8	16.0	12.3	4.9	100.0
Elilly International Hotel				Marriot Executive Apartments			
Average Mean value=3.0772				Average Mean value=3.1276			
Overall Std. Deviation=.42748				Overall Std. Deviation=.42514			

Item C18 of table 4.5, shows none strongly disagree and 15(12.2%) disagree respectively that the information they get from the departments is relevant for their work tasks. In contrast, 58(47.2%) agree and 26(21.1%) strongly agree while 24(19.5%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments none strongly disagree and 10(12.3%) disagree. In contrast, 31(38.3%) agree and 23(28.4%) strongly agree while 17(21%) neutral. Item C19, shows 8(6.5%) and 19(15.4%) strongly disagree and disagree respectively that they are kept informed about how well organizational goals and objectives are being met. In contrast, 49(39.8%) agree and 20(16.3%) strongly agree while 27(22%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 2(2.5%) and 9(11.1%) strongly disagree and

disagree respectively. In contrast, 39(48.1%) agree and 11(13.6%) strongly agree while 20(24.7%) neutral.

Item C20, shows 9(7.3%) and 18(14.6%) strongly disagree and disagree respectively that they always receive an important information's to their work tasks. In contrast, 56(45.5%) agree and 19(15.4%) strongly agree while 21(17.1%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 4(4.9%) and 23(28.4%) strongly disagree and disagree respectively. In contrast, 40(49.4%) agree and 5(6.2%) strongly agree while 9(11.1%) neutral. Item C21, shows 28(22.8%) and 62(50.4%) strongly disagree and disagree respectively that they are satisfied with explanations they get from top management about why things are done as they are. In contrast, 17(13.8%) agree and none strongly agree while 16(13%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 22(27.2) and 41(50.6%) strongly disagree and disagree respectively. In contrast, 10(12.3%) agree and none strongly agree while 8(9.9%) neutral.

Item C22, shows 4(3.3%) and 29(23.6%) strongly disagree and disagree respectively that information received from their colleague (co- workers) is reliable. In contrast, 54(43.9%) agree and 11(8.9%) strongly agree whereas 25(20.3%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments none strongly disagree and 21(25.9%) disagree. In contrast, 42(51.9%) agree and 13(16%) strongly agree whereas 5(6.2%) neutral.

Item C23, shows 20(16.3%) and 65(52.8%) strongly disagree and disagree respectively that top management is providing them with the kinds of information they really want and need. In contrast, 13(10.6%) agree and 2(1.6%) strongly agree whereas 23(18.7%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 8(9.9%) and 46(56.8%) strongly disagree and disagree respectively. In contrast, 10(12.3%) agree and 4(4.9%) strongly agree whereas 13(16%) neutral.

Thus, the average mean value of the variable for Elilly International hotel and Marriot Executive Apartments is 3.07 and 3.13 respectively which is less than the expected mean of 4; which indicate they are less satisfactory. This implies

the performance of employees somehow is not enhanced due to the content of communication in the company. An overall standard deviation is 0.43 for both hotels which is relatively small indicating homogeneity of responses.

Frequency communicate

The fourth objective of the study was to examine how frequently communicate in the hotels. The respondents were asked to respond to a number of statements regarding the frequency of communication in the hotel. The findings are summarized below:

Table 4.6: Descriptive statistics: Frequency of Communication

F24	I receive in time the information needed to do my job						
Hotels		Responses					Total
		SD	D	N	A	SA	
Elilly International Hotel	No.	19	57	12	30	5	123
	%	15.4	46.3	9.8	24.4	4.1	100.0
Marriot Executive Apartments	No.	7	31	22	17	4	81
	%	8.6	38.3	27.2	21.0	4.9	100.0
F25	The amount of supervision given me is about right						
Elilly International Hotel	No.	30	56	19	16	2	123
	%	24.4	45.5	15.4	13.0	1.6	100.0
Marriot Executive Apartments	No.	19	42	11	8	1	81
	%	23.5	51.9	13.6	9.9	1.2	100.0
F26	People in my organization have great ability as communicators						
Elilly International Hotel	No.	13	49	34	23	4	123
	%	10.6	39.8	27.6	18.7	3.3	100.0

Marriot Executive Apartments	No.	7	23	18	29	4	81
	%	8.6	28.4	22.2	35.8	4.9	100.0
F27	My supervisor offers guidance for solving job related problems						
Elilly International Hotel	No.	52	36	15	19	1	123
	%	42.3	29.3	12.2	15.4	0.8	100.0
Marriot Executive Apartments	No.	10	31	12	28	-	81
	%	12.3	38.3	14.8	34.6	-	100.0
F28	I receive in time the information needed to do my job						
Elilly International Hotel	No.	30	72	13	8	-	123
	%	24.4	58.5	10.6	6.5	-	100.0
Marriot Executive Apartments	No.	11	42	9	17	2	81
	%	13.6	51.9	11.1	21.0	2.5	100.0
Elilly International Hotel				Marriot Executive Apartments			
Average Mean value=2.2878				Average Mean value=2.6148			
Overall Std. Deviation=.47505				Overall Std. Deviation=.51262			

As it is indicated in the above table 4.6 Item F24, 19(15.4%) and 57(46.3%) of the respondents strongly disagree and disagree respectively that they receive in time the information needed to do their job. In contrast, 30(24.4%) agree and 5(4.1%) strongly agree whereas 12(9.8%) of respondent are neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 7(8.6%) and 31(38.3%) of the respondents strongly disagree and disagree respectively. In contrast, 17(21%) agree and 4(4.9%) strongly agree whereas 22(27.2%) of respondent are neutral.

Item F25 of the table indicates , 30(24.4%) and 56(45.5 %) of the respondents disagree and strongly disagree respectively that the amount of supervision they are given is about right. In contrast, 16(13%) agree and

2(1.6%) strongly agree whereas 19(15.4%) of respondent are neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 19(23.5%) and 42(51.9%) of the respondents disagree and strongly disagree respectively. In contrast, 8(9.9%) agree and 1(1.2%) strongly agree whereas 11(13.6%) of respondent are neutral.

Item F26 of the table indicates , 13(10.6%) and 49(39.8 %) of the respondents strongly disagree and disagree respectively that People in their company have great ability as communicators . In contrast, 23(18.7%) agree and 4(3.3%) strongly agree whereas 34(27.6%) of respondent are neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 7(8.6%) and 23(28.4%) of the respondents strongly disagree and disagree respectively. In contrast, 29(35.8%) agree and 4(4.9%) strongly agree whereas 18(22.2%) of respondent are neutral.

Item F27 of the table shows, 52(42.3%) and 36(29.3 %) of the respondents strongly disagree and disagree respectively that their supervisor offers guidance for solving job related problems. In contrast, 19(15.4%) agree and 1(0.8%) strongly agree whereas 15(12.2%) of respondent are neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 10(12.3%) and 31(38.3%) of the respondents strongly disagree and disagree respectively. In contrast, 38(42%) agree and none strongly agree whereas 12(14.8%) of respondent are neutral.

Item F28 of the table shows, 30(24.4%) and 72(58.5 %) of the respondents strongly disagree and disagree respectively that they receive in time the information needed to do their job. In contrast, 8(6.5%) agree and none strongly agree whereas 13(10.6%) of respondent are neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 11(13.6%) and 42(51.9%) of the respondents strongly disagree and disagree respectively. In contrast, 17(21%) agree and 2(2.5%) strongly agree whereas 9(11.1%) of respondent are neutral.

Accordingly the average mean value of the variable is 2.29 and 2.6 which is lower than the average value of measuring scale for both hotels Elilly

International hotel. Whereas, at Marriot Executive Apartments respectively. This implies the performance of employees somehow is not enhanced due to the frequency of communication in the company. An overall standard deviation is 0.48 and 0.512 respectively which is relatively small indicating homogeneity of responses.

Direction of communication

The fifth objective of the study was to examine the information flow and feedback within the hotels. The respondents were asked to respond to a number of statements regarding the directions of communication in the hotel. The findings are summarized below:

Table 4.7: Descriptive statistics: Direction of Communication

D29	The managers keep us informed about issues at the company to keep employees up to date						
Hotels		Responses					Total
		SD	D	N	A	SA	
Elilly International Hotel	No.	13	66	17	24	3	123
	%	10.6	53.7	13.8	19.5	2.4	100.0
Marriot Executive Apartments	No.	8	42	13	18	-	81
	%	9.9	51.9	16.0	22.0	-	100.0
D30	The managers ensures that employees understand policies and procedures of the organization						
Elilly International Hotel	No.	42	52	19	10	-	123
	%	34.1	42.3	15.4	8.1	-	100.0
Marriot Executive Apartments	No.	8	29	8	32	4	81
	%	9.9	35.8	9.9	39.5	4.9	100.0
D31	In my organization the superior always communicate directly to employees						

Elilly International Hotel		No.	16	72	24	11	-	123
		%	13.0	58.5	19.5	8.9	-	100.0
Marriot Executive Apartments		No.	13	44	18	6	-	81
		%	16.0	54.3	22.2	7.4	-	100.0
D32	Employees in my organization can directly and freely communicate with their superior							
Elilly International Hotel		No.	53	42	9	17	2	123
		%	43.1	34.1	7.3	13.8	1.6	100.0
Marriot Executive Apartments		No.	40	28	3	9	1	81
		%	49.4	34.6	3.7	11.1	1.2	100.0
D33	Employees in my organization always share information with each other							
Elilly International Hotel		No.	9	25	8	63	18	123
		%	7.3	20.3	6.5	51.2	14.6	100.0
Marriot Executive Apartments		No.	4	14	5	42	16	81
		%	4.9	17.3	6.2	51.9	19.8	100.0
D34	In my organization the superiors always give employees feedback on their performance							
Elilly International Hotel		No.	15	56	11	34	7	123
		%	12.2	45.5	8.9	27.6	5.7	100.0
Marriot Executive Apartments		No.	2	39	9	24	7	81
		%	2.5	48.1	11.1	29.6	8.6	100.0
Elilly International Hotel				Marriot Executive Apartments				
Average Mean value=2.4715				Average Mean value=2.6728				
Overall Std. Deviation=.44696				Overall Std. Deviation=.43337				

Item D29 of table 4.7, shows 13(10.6%) and 66(53.7%) strongly disagree and disagree respectively that their managers keep them informed about issues at

the company to keep employees up to date. In contrast, 24(19.5%) agree and 3(2.4%) strongly agree whereas 17(13.8%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 8(9.9%) and 42(51.9%) strongly disagree and disagree respectively. In contrast, 18(22%) agree and none strongly agree whereas 13(16%) neutral.

Item D30 of the table, shows 42(34.1%) and 52(42.3%) strongly disagree and disagree respectively that the managers ensures that employees understand policies and procedures of the organization. In contrast, 10(8.1%) agree and none strongly agree while 19(15.4%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 8(9.9%) and 29(35.8%) strongly disagree and disagree respectively. In contrast, 32(39.5%) agree and 4(4.9%) strongly agree while 8(9.9%) neutral.

Item D31 of the table, shows 16(13%) and 72(58.2%) strongly disagree and disagree respectively that in their company the superior always communicate directly to employees. In contrast, 11(8.9%) agree and none strongly agree while 24(19.5%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 13(16%) and 44(54.3%) strongly disagree and disagree respectively. In contrast, 6(7.4%) agree and none strongly agree while 18(22.2%) neutral.

Item D32 of the table, shows 53(43.1%) and 42(34.1%) strongly disagree and disagree respectively that in their organization employees can directly and freely communicate with their superior. In contrast, 17(13.8%) agree and 2(1.6%) strongly agree while 9(7.3%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 40(49.4%) and 28(34.6%) strongly disagree and disagree respectively. In contrast, 9(11.1%) agree and 1(1.2%) strongly agree while 3(3.7%) neutral.

Item D33 of the table, shows 9(7.3%) and 25(20.3%) strongly disagree and disagree respectively that in their organization employees always share information with each other. In contrast, 63(51.2%) agree and 18(14.6%) strongly agree whereas 8(6.5%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 4(4.9%) and 14(17.3%) strongly disagree and

disagree respectively. In contrast, 42(51.9%) agree and 16(19.8%) strongly agree whereas 5(6.2%) neutral.

Item D34 of the table, shows 15(12.2%) and 56(45.5%) strongly disagree and disagree respectively that in their organization the superiors always give employees feedback on their performance. In contrast, 34(27.6%) agree and 7(5.7%) strongly agree whereas 11(8.9%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 2(2.5%) and 39(48.1%) strongly disagree and disagree respectively. In contrast, 24(29.6%) agree and 7(8.6%) strongly agree whereas 9(11.1%) neutral.

Thus the average mean value of the variable is 2.47 and 2.67 which is lower than the average value of measuring scale for Elilly International Hotel and Marriot Executive Apartments respectively. This implies the performance of employees somehow is not enhanced due to the flow of communication in the company. An overall standard deviation is 0.45 and 0.43 respectively which is relatively small indicating homogeneity of responses.

Internal Communication and Employee Performance

Table 4.8: Descriptive statistics: the extent of agreement of employees regarding relation between communication and performance

EP35	I often manage my work/task timely and appropriately						
Hotels		Responses					Total
		SD	D	N	A	SA	
Elilly International Hotel	No.	-	3	15	77	28	123
	%	-	2.4	12.2	62.6	22.8	100.0
Marriot Executive Apartments	No.	-	1	12	52	16	81
	%	-	1.2	14.8	64.2	19.8	100.0
EP36	I am able to provide best customer care						
Elilly International Hotel	No.	-	6	9	65	43	123

	%	-	4.9	7.3	52.8	35.0	100.0
Marriot Executive Apartments	No.	-	-	8	42	31	81
	%	-	-	9.9	51.9	38.3	100.0
EP37	I am satisfied through my work						
Elilly International Hotel	No.	55	30	14	21	3	123
	%	44.7	24.4	11.4	17.1	2.4	100.0
Marriot Executive Apartments	No.	22	27	3	24	5	81
	%	27.2	33.3	3.7	29.6	6.2	100.0
EP38	Effective communication improves my performance as an employee						
Elilly International Hotel	No.	2	9	5	34	73	123
	%	1.6	7.3	4.1	27.6	59.3	100.0
Marriot Executive Apartments	No.	2	1	5	21	52	81
	%	2.5	1.2	6.2	25.9	64.2	100.0
EP39	Creating powerful communication channels is vital to my performance as an employee						
Elilly International Hotel	No.	3	6	18	45	51	123
	%	2.4	4.9	14.6	36.6	41.5	100.0
Marriot Executive Apartments	No.	-	3	27	33	18	81
	%	-	3.7	33.3	40.7	22.2	100.0
EP40	I am more productive as an employee if I have been told exactly what is expected of me						
Elilly International Hotel	No.	1	7	21	32	62	123
	%	0.8	5.7	17.1	26.0	50.4	100.0

Marriot Executive Apartments		No.	1	3	12	38	27	81
		%	1.2	3.7	14.8	46.9	33.3	100.0
EP41	Clear communication and constructive feedback are keys to good performance of employees							
Elilly International Hotel		No.	-	2	12	60	49	123
		%	-	1.6	9.8	48.8	39.8	100.0
Marriot Executive Apartments		No.	-	-	3	47	31	81
		%	-	-	3.7	58.0	38.3	100.0
EP42	Effective internal communication at all levels of the organization leads to better performance							
Elilly International Hotel		No.	2	7	16	70	28	123
		%	1.6	5.7	13.0	56.9	22.8	100.0
Marriot Executive Apartments		No.	-	-	-	32	49	81
		%	-	-	-	39.5	60.5	100.0
EP43	Effective communication provides me the knowledge and work environment I need to improve my performance							
Elilly International Hotel		No.	3	-	16	59	45	123
		%	2.4	-	13.0	48.0	36.6	100.0
Marriot Executive Apartments		No.	-	-	5	44	32	81
		%	-	-	6.2	54.3	39.5	100.0
EP44	Good internal communication helps to deal with conflicts and resolving issues thereby resulting in better performance							
Elilly International Hotel		No.	-	-	8	75	40	123
		%	-	-	6.5	61.0	32.5	100.0
Marriot Executive Apartments		No.	-	-	1	41	39	81
		%	-	-	1.2	50.6	48.1	100.0

Elilly International Hotel	Marriot Executive Apartments
Average Mean value=3.9593	Average Mean value=4.0975
Overall Std. Deviation=.35456	Overall Std. Deviation=.26645

Item EP35 of table 4.8, shows 77(62.6%) and 28(22.8%) agree and strongly agree respectively that they often manage to their work and task timely and appropriately. In contrast, 3(2.4%) disagree and none strongly disagree whereas 15(12.2%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 52(64.2%) and 16(19.8%) agree and strongly agree respectively. In contrast, 1(1.2%) disagree and none strongly disagree whereas 12(14.8%) neutral.

Item EP36 of the table, shows 65(52.8%) and 43(35%) agree and strongly agree respectively that they are able to provide best customer care. In contrast, 6(4.9%) disagree and none strongly disagree whereas 9(7.3%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 42(51.9%) and 31(38.3%) agree and strongly agree respectively. In contrast, none disagree and strongly disagree whereas 8(9.9%) neutral.

Item EP37 of the table, shows 55(44.7%) and 30(24.4%) strongly disagree and disagree respectively that they are satisfied through their work. In contrast, 21(17.1%) agree and 3(2.4%) strongly agree whereas 14(11.4%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 22(27.2%) and 27(33.3%) strongly disagree and disagree respectively. In contrast, 24(29.6%) agree and 5(6.2%) strongly agree whereas 3(3.7%) neutral.

Item EP38 of the table, shows 34(27.6%) and 73(59.3%) agree and strongly agree respectively that effective communication improves their performance as an employee. In contrast, 9(7.3%) disagree and 2(1.6%) strongly disagree whereas 5(4.1%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 21(25.9%) and 52(64.2%) agree and strongly agree respectively. In contrast, 1(1.2%) disagree and 2(2.5%) strongly disagree whereas 5(6.2%) neutral.

Item EP39 of the table, shows 45(36.6%) and 51(41.5%) agree and strongly agree respectively that creating a powerful communication channels is vital to

their performance as an employee. In contrast, 6(4.9%) disagree and 3(2.4%) strongly disagree whereas 18(14.6%) at Elilly International hotel. Whereas, at Marriot Executive Apartments 33(40.7%) and 18(22.2%) agree and strongly agree respectively. In contrast, 3(3.7%) disagree and none strongly disagree whereas 27(33.3%) neutral.

Item EP40 of the table, shows 32(26%) and 62(50.4%) agree and strongly agree respectively that they are more productive as an employee if they have been told exactly what is expected from them. In contrast, 7(5.7%) disagree and 1(0.8%) strongly disagree whereas 21(17.1%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 38(46.9%) and 27(33.3%) agree and strongly agree respectively. In contrast, 3(3.7%) disagree and 1(1.2%) strongly disagree whereas 12(14.8%) neutral.

Item EP41 of the table, shows 60(48.8%) and 49(39.8%) agree and strongly agree respectively that clear communication and constructive feedback are keys to good performance of employees. In contrast, 2(1.6%) disagree and none strongly disagree whereas 12(9.8%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 47(58%) and 31(38.3%) agree and strongly agree respectively. In contrast, none disagree and strongly disagree whereas 3(3.7%) neutral.

Item EP42 of the table, shows 70(56.9%) and 28(22.8%) agree and strongly agree respectively that effective internal communication at all levels of the organization leads to better performance. In contrast, 7(5.7%) disagree and 2(1.6%) strongly disagree whereas 16(13%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 32(39.5%) and 49(60.5%) agree and strongly agree respectively. In contrast, none disagree, strongly disagree and neutral.

Item EP43 of the table, shows 59(48%) and 45(36.6%) agree and strongly agree respectively that effective communication provides them the knowledge and work environment they need to improve their performance. In contrast, 3(2.4%) strongly disagree and none disagree whereas 16(13%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 44(54.3%) and

32(39.5%) agree and strongly agree respectively. In contrast, none strongly disagree and disagree whereas 5(6.2%) neutral.

Item EP44 of the table, shows 75(61%) and 40(32.5%) agree and strongly agree respectively that good internal communication helps to deal with conflicts and resolving issues thereby resulting in better performance. In contrast, none disagree and strongly disagree whereas 8(6.5%) neutral at Elilly International hotel. Whereas, at Marriot Executive Apartments 41(50.6%) and 39(48.1%) agree and strongly agree respectively. In contrast, none disagree and strongly disagree whereas 1(1.2%) neutral.

Accordingly almost all respondents agreed that effective internal communication plays a vital role in improving their performance. Good communication not only helps in resolving conflicts but also provides employees with the knowledge and work environment they need to improve their performance.

Communication Channel status of Elilly International Hotel

Besides the researcher sought to know from respondents which communication channels was frequently used and obtained the following

Table 4.9: Descriptive statistics: Communication Channel status of the hotels

What channels do you frequently use?				
	Items	Frequency	Valid %	Rank
Elilly International Hotel	Face to face	69	56.1	1 st
	Telephone	7	5.7	3 rd
	Written Memo	5	4.1	4 th
	E-mail/ internet	42	34.1	2 nd
	Total	123	100.0	
Marriot Executive Apartments	Face to face	39	48.1	1 st
	Telephone	11	13.6	3 rd
	Written Memo	4	4.9	4 th
	E-mail/ internet	27	33.3	2 nd
	Total	81	100.0	

From the above table 4.9, at Elilly International Hotel and Marriot Executive Apartments we notice that 56.1% and 48.1% respectively making up the majority of the respondents indicates to the fact that the frequently used communication medium used to transmit information and instructions in the organization is face to face or during meeting sessions with management or co-workers. On the other hand, 34.1% and 33.3 respectively asserted that in the organization E-mail is used to send electronic messages and information and also (5.7% and 13.6%) telephone and (4.1% and 4.9) written/ memo is used to transmit and communicate information respectively. Due to Covid 19 written memos is not encouraged instead using email/internet is highly encouraged at both hotels.

Usefulness of Communication Source

Table 4.10: Usefulness of Communication Source

Elilly International Hotel							
	No.	Mean	Median	Std. Deviation	Min	Max	Rank
Face to face	123	1.6179	1.0000	0.84466	1.00	4.00	1 st
Telephone	123	2.3577	2.0000	1.25535	1.00	5.00	4 th
Written or Memo	123	2.3252	2.0000	1.21801	1.00	5.00	2 nd
E-mail or internet	123	2.3496	2.0000	1.04790	1.000	5.00	3 rd
Grapevine or rumor	123	4.0813	5.0000	1.19832	1.00	5.00	5 th
Marriot Executive Apartments							
	No.	Mean	Median	Std. Deviation	Min	Max	Rank
Face to face	81	1.2346	1.0000	0.45474	1.00	3.00	1 st
Telephone	81	3.2099	1.0000	1.16957	1.00	5.00	4 th
Written or Memo	81	3.5556	2.0000	1.62019	1.00	5.00	3 rd

E-mail or internet	81	2.14815	2.0000	1.11927	1.000	5.00	2 nd
Grapevine or rumor	81	4.2222	5.0000	1.09545	1.00	5.00	5 th

The above Table 4.10 shows, that face-to-face communication is the most effective medium of communication at Elilly International Hotel and Marriot Executive Apartments. Mean value obtained was 1.61 and 1.2 respectively showing that employees weighed it as a comparatively very useful medium than the rest of the media. This is followed by Written memos (Mean = 2.33, 2.15 respectively). Interestingly, the results reveal that employees were not sure about the usefulness of grapevine (rumours). Therefore it suggests that face-to-face, Telephone, Written memos and Email/Internet sources of communication are more useful than grapevine (rumours) sources.

Table 4.11: Summary of descriptive Statistics of all variables

Descriptive Statistics of Elilly International Hotel					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee performance	123	2.20	4.60	3.9593	.35456
Quality	123	1.60	4.20	2.7951	.56305
Mode	123	2.00	4.33	3.3089	.43192
Content	123	1.67	4.33	3.0772	.42748
Frequency	123	1.40	3.40	2.2878	.47505
Direction	123	1.17	4.00	2.4715	.44696
Valid N (listwise)	123				

Descriptive Statistics of Marriott Executive Apartments					
	N	Minimu m	Maximum	Mean	Std. Deviation
Employee performance	81	3.50	4.70	4.0975	.26645
Quality	81	1.60	4.00	2.7556	.53198
Mode	81	2.17	4.17	3.2881	.37916
Content	81	2.17	4.33	3.1276	.42514
Frequency	81	1.60	3.80	2.6148	.51262
Direction	81	1.67	4.00	2.6728	.43337
Valid N (listwise)	81				

The above table 4.11 shows the summary of mean and standard deviation of each variable with respect to the minimum and maximum value. Accordingly quality has (Mean=2.80, Std.D=0.563), mode (Mean=3.31, Std.D=0.431), content (Mean=3.08, Std.D=0.427) frequency (Mean=2.29, Std.D=0.475), direction (Mean=2.47, Std.D=0.446) and employee performance has (Mean=3.96, Std.D=0.354) for Elilly International Hotel whereas, for Marriott Executive Apartments the summary of mean and standard deviation of each variable with respect to the minimum and maximum value. Accordingly quality has (Mean=2.76, Std.D=0.531), mode (Mean=3.29, Std.D=0.379), content (Mean=3.13, Std.D=0.425) frequency (Mean=2.61, Std.D=0.512), direction (Mean=2.67, Std.D=0.433) and employee performance has (Mean=4.1, Std.D=0.266).

The above statistics shows that frequency has the lowest mean value comparing to other independent variables in both hotels. Not only that the mean value of the frequency is lower than the average value of the rating scale. Also direction and quality of communication have lower average mean values, (M=2.47 and 2.67) and (M=2.80 and 2.76) respectively. This means the employees are not fully satisfied by the frequency, direction and quality of communication in their work place. The descriptive statistics shows mode of communication and content has the highest mean value (M=3.31 and 3.29) and (M=3.08 and 3.13) respectively relative to other variables.

4.4. Correlation Analysis of the data

Correlation between quality, mode, content, frequency, and direction and employees performance explained below for Elilly International Hotel and Marriott Executive Apartments.

Table 4.12: Pearson Correlations among all variables

Correlations (Elilly International Hotel)						
	Employee Performance	Quality	Mode	Content	Frequency	Direction

Employee Performance	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	123					
Quality	Pearson Correlation	.416**	1				
	Sig. (2-tailed)	.009					
	N	123	123				
Channel	Pearson Correlation	.223	.512**	1			
	Sig. (2-tailed)	.001	.000				
	N	123	123	123			
Content	Pearson Correlation	.301**	.203	.142	1		
	Sig. (2-tailed)	.007	.025	.001			
	N	123	123	123	123		
Frequency	Pearson Correlation	.524**	.125	.314**	.279**	1	
	Sig. (2-tailed)	.003	.781	.999	.383		
	N	123	123	123	123	123	
Direction	Pearson Correlation	.337**	.179	.164	.263	.053	1
	Sig. (2-tailed)	.000	.007	.370	.203	.560	
	N	123	123	123	123	123	123

*. Correlation is significant at the 0.05 level (2-tailed).

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

Correlations (Marriott Executive Apartments)

		Employee Performance	Quality	Mode	Content	Frequency	Direction
Employee Performance	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	81					
Quality	Pearson Correlation	.453**	1				
	Sig. (2-tailed)	.012					
	N	81	81				

Channel	Pearson						
	Correlation	.125	.489**	1			
	Sig. (2-tailed)	.000	.000				
	N	81	81	81			
Content	Pearson						
	Correlation	.226**	.203	.142	1		
	Sig. (2-tailed)	.007	.025	.001			
	N	81	81	81	81		
Frequency	Pearson						
	Correlation	.513**	.125	.398**	.079	1	
	Sig. (2-tailed)	.002	.000	.099	.003		
	N	81	81	81	81	81	
Direction	Pearson						
	Correlation	.316**	.109	.164	.152	.048	1
	Sig. (2-tailed)	.006	.025	.002	.154	.681	
	N	81	81	81	81	81	81

*. Correlation is significant at the 0.05 level (2-tailed).

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

As it is indicated in the above correlation table 4.12, from the independent variables, all the variables have a positive correlation Elilly International Hotel and Marriott Executive Apartments (quality, mode, content, frequency, and direction) (0.416, 0.223, 0.301 0.524 and 0.337 respectively) and (0.453, 0.125, 0.226 0.513 and 0.316 respectively) with employees' performance based on the above in the correlation matrix. However, Based on the above Pearson correlation matrix frequency ($r=0.524^{**}$ and 0.513^{**} , $p<0.01$) has strong positive correlation with employee performance of employee than all independent variables whereas,

Generally the above correlation analysis implies that quality, mode, content, frequency and direction are positively associated with employees' performance.

4.5. Regression analysis

Linearity

Here in this study the relation between employees performance with internal communication dimensions variables are linear. Figure 4.1 and Figure 4.2 shows the normality test of the regression model for both hotels.

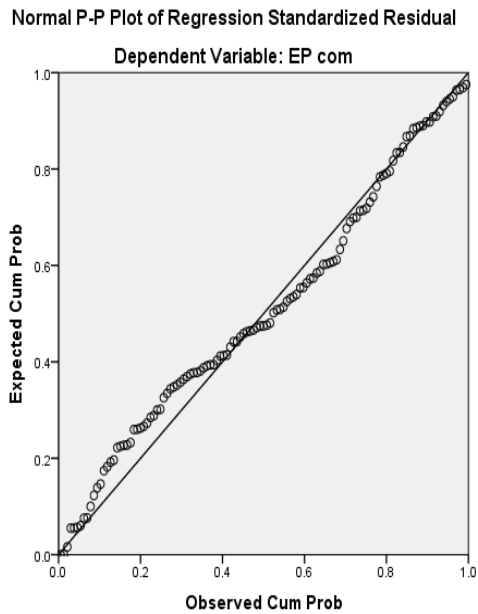


Figure 4.1: Linearity test (Elilly International Hotel)

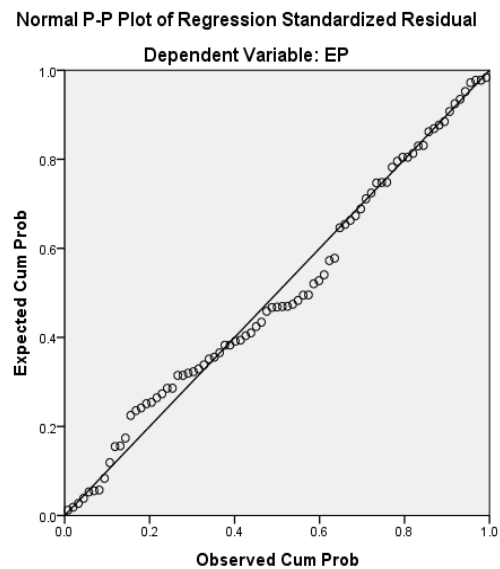


Figure 4.2: Linearity test (Marriott Executive Apartments)

Normality

To establish the validity of these assumptions, the researcher also checks for the normality through histogram and P-P plot of as follows for both hotels.

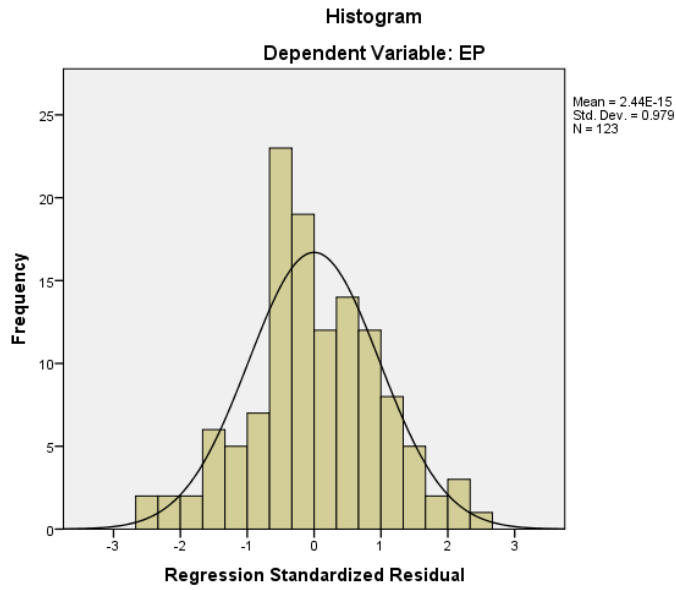


Figure 4.3: Normality test (Elilly International Hotel)

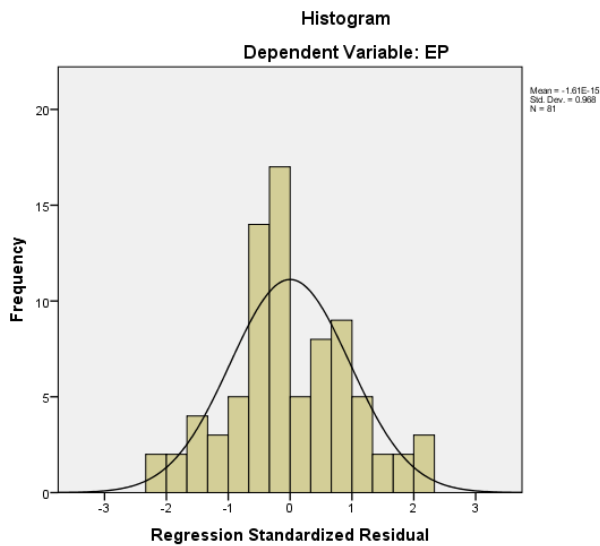


Figure 4.4: Normality test (Marriott Executive Apartments)

As indicated in the above figure 4.3 and 4.4, the histogram looks like a normal distribution (bell-shaped curve) and the distribution was roughly normal.

No perfect Multicollinearity

In all regression analysis the researcher conducted no perfect multicollinearity within each independent variable.

Table 4.13: Collinearity Statistics

Collinearity Statistics (Elilly International Hotel)

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Quality	.985	1.015
	Mode	.962	1.039
	Content	.909	1.100
	Frequency	.991	1.009
	Direction	.910	1.098

Collinearity Statistics (Marriot Executive Apartments)

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Quality	.940	1.064
	Mode	.973	1.028
	Content	.892	1.122
	Frequency	.908	1.102
	Direction	.944	1.059

A VIF of greater than 5 is generally considered the evidence of multicollinearity. However the VIF of every regressors in the above collinearity statistics table is less than 5. And all the tolerance value are higher than 0.1. So there is no multicollinearity problem in the model.

Test for Homoskedascity

The researcher plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis and the result is presented below.

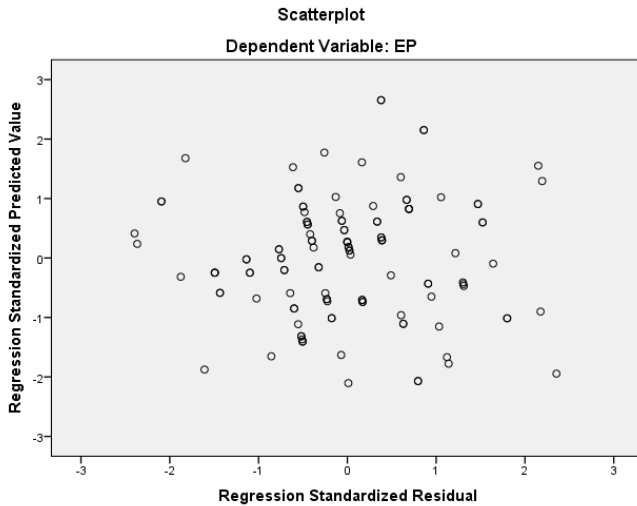


Figure 4.4: Test for Homoskedascity (Elilly International Hotel)

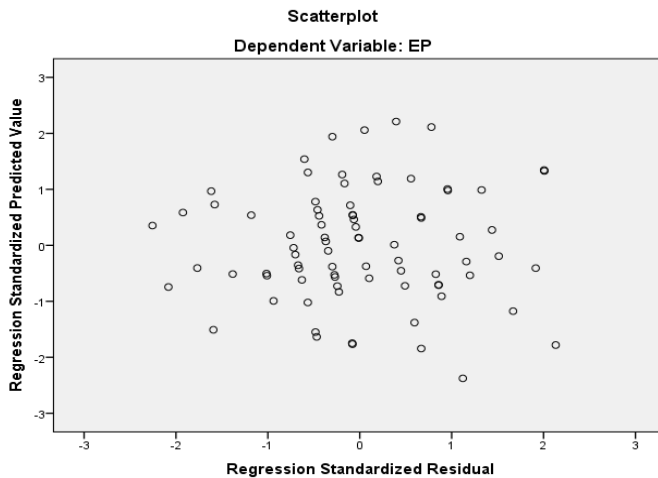


Figure 4.5: Test for Homoskedascity (Marriott Executive Apartments)

Multiple Regression Analysis

In this section the multi liner regression analyses take part to find out any association between the independent variables that is internal communication (Quality of information, Modes of communication, Content of communication, Frequency of communication and Direction of communication)) and the dependent variable employee performance at Elilly International Hotel and Marriott Executive Apartments.

Liner multiple regression model analysis was carried out while the model is using different measurement coefficients including R, R square, estimated error

values were each has their own definition and implications. As it is presented in the below table as follows:-

Table 4.14: Model Summary^b (Elilly International Hotel)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.653	.527	.34975

a. Predictors: (Constant), Direction, Mode, Quality, Frequency, Content

b. Dependent Variable: EP

Table 4.15: Model Summary^b (Marriot Executive Apartments)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.664	.638	.27158

a. Predictors: (Constant), Direction, Mode, Quality, Frequency, Content

b. Dependent Variable: EP

As it is indicated in the above tables 4.14 and table 4.15, regression model, R square is 0.653 or 65.3% and 0.664 or 66.4% respectively which tell us 65.3% and 66.4% variations in employee performance is explained through a change in all independent variable included in the model. However, the remaining variation in employee performance can be explained by other variables than the variables in this model.

Table 4.16: Summary of ANOVA^a (Elilly International Hotel)

ANOVA ^a (Elilly International Hotel)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.312	5	4.862	38.036	.000 ^b
	Residual	15.025	117	.128		
	Total	39.337	122			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Direction, Frequency, Quality, Channel, Content

Table 4.17: Summary of ANOVA^a (Marriot Executive Apartments)

ANOVA ^a (Marriot Executive Apartments)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.148	5	3.429	30.142	.000 ^b
	Residual	8.532	75	.114		
	Total	25.680	80			

a. Dependent Variable: EP

b. Predictors: (Constant), Direction, Mode, Quality, Frequency, Content

The above tables 4.16 and 4.17, the **ANOVA** value indicates the significance value or the value of F statistics is less than 0.05, we can conclude that there is a linear relationship between employee performance and all independent variables.

Table 4.18: Multiple regression Coefficients^a (Elilly International Hotel)

Coefficients^a (Elilly International Hotel)					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.224	.378		.552
	Quality	.213	.057	.185	.003
	Mode	.153	.075	.171	.011
	Content	.186	.078	.199	.008
	Frequency	.265	.067	.294	.001
	Direction	.252	.074	.261	.003

a. Dependent Variable: Employee performance

Table 4.19: Multiple regression Coefficients^a (Marriot Executive Apartments)

Coefficients^a (Marriot Executive Apartments)					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.207	.452		.552
	Quality	.214	.059	.228	.001
	Mode	.142	.076	.163	.009

Content	.177	.081	.185	2.185	.004
Frequency	.240	.062	.259	3.871	.000
Direction	.226	.072	.237	3.139	.001

The above tables 4.18 and 4.19 indicate the Beta coefficient and p-value of all independent variables with their respective standard error. The independent variables are quality, channels, content, frequency and direction. The Beta value measure of how strongly each predictor variable affects the dependent variable in the model. The beta value of quality, channels, content, frequency and direction is 0.185, 0.171, 0.199, .294 and 0.261 respectively at Elilly International Hotel whereas 0.228, 0.163, 0.185, .259 and 0.231 respectively at Marriot Executive Apartments.

Hypothesis Testing

H1: The quality of information has positive effect on employees' performance.

As it is indicated in the above coefficient tables 4.18 and 4.19, quality of information has a beta value 0.185 and 0.228 respectively. It is significant at ($p < 0.05$). This means 18.5% and 22.8% change in employee performance is due to a change in quality of information holding the other independent variable constant. It shows that quality of information significantly affect employee's performance. Thus, the hypothesis is not rejected.

H2: The mode of internal communications has positive effect on employees' performance.

As it is showed in tables 4.18 and 4.19, the mode of communications has a beta coefficient of 0.171 and 0.163, ($p < 0.05$) respectively. Which shows that 17.1% and 16.3% variance in employee performance is due to mode of communication holding the other independent variable constant. This indicates mode of communication significantly affect employee performance. Therefore the hypothesis is not rejected.

H3: *The content of internal communications has positive effect on employees' performance.*

Tables 4.18 and 4.19 show that content of internal communications has beta value 0.199 and 0.185, ($p < 0.05$) respectively. Which means 19.9% and 18.5% variance in employee performance is due to content of communications holding the other independent variable constant. It shows content of communications significantly affect employee performance. Therefore the hypothesis is not rejected.

H4: *The frequency of internal communications has positive effect on employees' performance.*

Based on the above tables 4.18 and 4.19, show frequency of internal communications has beta value 0.294 and 0.259, ($p < 0.05$) respectively. Which means 29.4% and 25.9% variance in employee performance is due to frequency of communications holding the other independent variable constant. This indicates frequency of communications significant affect employee performance. Therefore the hypothesis is not rejected.

H5: *The direction of internal communications has positive effect on employees' performance.*

The above tables 4.18 and 4.19, show direction of internal communications has beta value 0.261 and 0.231, ($p < 0.05$) respectively. Which means 26.1% and 23.1% variance in employee performance is due to direction of communications holding the other independent variable constant. This indicates direction of communications significant affect employee performance. Therefore the hypothesis is not rejected.

Therefore the regression model is:

Employee performance = $0.224 + 0.185Q + 0.171M + 0.199C + 0.294F + 0.261D$
(Elilly International Hotel)

Employee performance = $0.207 + 0.228Q + 0.163M + 0.185C + 0.259F + 0.231D$
(Marriot Executive Apartments)

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter presents the summary of research findings, the results of the analysis will be discussed, conclusions of the study, recommendations and suggestions for further research.

5.2. Summary of Findings

The purpose of this study was to assess the effect of Internal Communication on Employee Performance in the hotel industry. For this purpose Elilly International Hotel and Marriott Executive Apartments were selected. The objective was to examine how internal communication impacts employee performance and whether there exists significant relationship between employee performance and internal communication. In this regard, the researcher organized and structured the entire research into five main chapters.

The data analyzed using descriptive statistics, correlation and regression of major findings discussed as follows:

A questionnaire was distributed for a total of 226 employees, 139 from Elilly international hotel and 87 from Marriot Executive Apartments questionnaires. Totally 204 questionnaires were appropriately filled and returned, 123 and 81 questionnaires from Elilly international hotel and Marriot Executive apartments respectively. Hence the response rate was 90%; it was valid to run the data analysis.

In the study for both hotels the descriptive statistics shows the standard deviation of each variable between 0.35 and 0.57, this indicates homogeneity of responses among employees. The mean value of the variables is found between

2.2 and 3.3 for both hotels is found. This implies that the employees are not satisfied by the existing communication system at the work place.

The results indicate that all hypotheses were significant at the 0.05 level. But From the elements of internal communication, variables such as communication frequency, direction, and quality have highest positive correlation and significant impact on performance of employees relative to modes and content of communication. Hypothesis 1, the quality was positively related to employee performance which was significant at 0.05 level. Therefore, hypothesis 1 is accepted ($\beta=0.185$, $\beta=0.228$, $p<0.05$). Hypothesis 2, the mode was positively related to employee performance, is accepted ($\beta=0.171$, $\beta=0.163$, $p<0.05$). Hypothesis 3, content was positively related to employee performance, is accepted ($\beta=0.199$, $\beta=0.185$, $p<0.05$). Hypothesis 4, the frequency was positively related to employee performance, is accepted ($\beta=0.294$, $\beta=0.259$, $p<0.05$). Hypothesis 5, direction was positively related to employee performance, is accepted ($\beta=0.261$, $\beta=0.231$, $p<0.05$) for both Elilly International Hotel and Marriot Executive Apartment respectively. Therefore, it can be concluded that frequency, mode, direction quality, and content of internal organizational communication have a positive effect on employee performance.

The results identified the channels of communication considered by employees to be the most useful and frequently used in the hotel. They use face-to-face, email/internet, telephone, written (memos), and sometimes grapevines as channels of communication, mainly they use face to face channel of communication.

The result of the findings for both hotels indicates that all dimensions of internal communication (frequency, direction, quality, content and modes) have a significant effect on the performance of employees. This implies that any increase or decrease on variables of internal communication will bring direct change on employees' performance.

Generally this study indicated that there is a positive and significant relationship between internal communication and performance of employees.

Table 5.1 Summary of research questions, hypothesis and research findings

No.	Research Question	Hypothesis	Research Findings
1	How does quality of information affect employee's performance?	The quality of information has positive effect on employees' performance.	Supported
2	To what extent mode of communication affect employees' performance?	The mode of internal communications has positive effect on employees' performance.	Supported
3	What is the effect of content of communication on employees' Performance?	The content of internal communications has positive effect on employees' performance.	Supported
4	Does frequency of communication influence performance of employees?	The frequency of internal communications has positive effect on employees' performance.	Supported
5	How directions of communication affect employee's performance?	The direction of internal communications has positive effect on employees' performance.	Supported

From the above table, it is noted that 100% of the hypotheses (5 out of 5) are statistically supported.

5.3. Conclusion

The main objective of this paper was to examine the impact of internal communication on employees' performance in the hotel industry. For this purpose Elilly International Hotel and Marriott Executive Apartments were selected. With regards to our objective, this study examined that internal communication dimensions such as quality, modes, content, frequency, and directions of communication, have an effect on the performance of employees'. The descriptive analysis of the study revealed that all independent variables have a mean lower than the average value of measuring scale. This showed both hotels have somehow weak internal communication system based on the perception of the employees working within the hotels.

Moreover, through multiple regression analysis, the study revealed that there was a significant positive correlation between internal communication dimensions such as quality, modes, content, frequency, and directions with the performance of employees. The relationship was positive and significant. Hence, it advocates the utilization of internal communication to improve employee performance and productive levels.

From the results, the communication systems frequently used include face-to-face, written memos, email/internet, and telephone, with the most useful channels of communication being face-to-face and E-Mail. In contrary, written memos were less preferred means of communication due to the current situation of the pandemic.

Generally, we can conclude that frequency, direction and quality have more tendencies to influence the performance of employees. However content and mode have lower impact on employee performance.

5.4. Recommendation

Based on our research findings and objectives, we thus recommend the following:

- Organizations should work on actively developing an internal communication framework that is fully aligned with their policies and agendas.
- An organization's leadership should expand the use of conference sessions, brain storming, or mind mapping sessions, and social media communication. This ought to be executed by directors to move forward data spread and for better execution of tasks.
- Communication flow should be well-adjusted in all directions. Information flow should not only be limited to downward flow but the flow should go upwards and vertically also.
- Comments and feedbacks must be promoted because they bring about substantial importance in the increment of performance of employees. In addition Timely feedback makes a difference to help understand whole organizational communication process. It makes unwavering quality of data spread, conjointly imperative to have a common understanding between administration and workers with respect to organizational goals.
- The top administration should habitually communicate with representatives and empower compelling communication of informational and work strategies to guarantee that tasks are performed successfully.
- The lodging ought to utilize fitting channels of communication. They ought to utilize and make strides the quality of communication by guaranteeing data given by administration are exhaustive and justifiable
- There should be recognized change endeavors in affirming the data given by administration to be point by point, clear and dependable.
- Enabling data sharing between top management and representatives, guaranteeing that the top management regularly communicates with workers and enables compelling communication of informational and work methods to guarantee that work is done viably.

- Superiors moreover ought to empower their workers to construct the mettle to approach them for help, clarification, or counsel to perform well.
- Updated and dependable data should be passed frequently to workers to empower them to be well-informed of current improvements within the organization. This will play the majority part in propelling conjointly and improving the capacity of workers to progress their execution.
- Employees moreover ought to be energized to create proficient groups that empower them to illuminate challenges that navigate one profession.

5.5. Suggestion for Further Studies

Only two hotels were explored in this study; Elilly International Hotel and Marriott Executive Apartments. The research did not consider other industries and organizations. Thus, for generalizing the findings, it is recommended that this subject should be investigated in other organizations with bigger sample sizes. Furthermore, it is recommended that further research should be carried out on the study by adding and discovering more variables since employee performance is affected by many factors other than internal communication, other researchers may explore to find out other variables that have an impact on the performance of employee. Hence, it will provide valuable findings for organizations and add to the body of knowledge in this area.

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APPENDEX I: Questionnaires



Addis Ababa University
Faculty of Business and Economics
Department of Management

Questionnaires to be filled out by employees

Dear Respondents, My name is Yimima Bahiru, an MBA student at Addis Ababa University. Currently, I am carrying out a research entitled “The Effect of Internal Communication on Employees’ Performance, in the hotel sector” and your hotel is selected for the study.

Therefore, kindly fill the attached questionnaire as truthfully as possible to enable this research to be successful. The information will be used purely for academic research and will be treated as confidential and anonymous. Your support and cooperation is highly appreciated. Feel free to contact me, I’m available on cell phone or email, to answer queries you may have, regarding my research. I hope that you will make the time to contribute.

Yimima Bahiru Geneti

Tel.: +251(0) 92 246 2650

E-mail: yimimabahiru@yahoo.com

Thank you in advance for your cooperation

SECTION ONE: Demographic Data

1. Gender:

Male []

Female []

2. Age:

18-25 []

26-39 []

40-55 []

56 & above []

3. Qualification:

Secondary []

Certificate []

Diploma []

Bachelor's degree []

Master's degree []

Other (specify).....

4. Please indicate your management level in the organization.

Non-Management []

Lower Management []

Middle Management []

Top Management []

5. How long have been employed this organization?

0 - 5 years []

6 – 10 years []

11 – 19 years []

20 years and above []

6. Have this organization adopted effective communication practices?

Yes []

No []

SECTION TWO: Measure of Internal Communication

Rate the following statements according to how you feel about **internal communication** you receive in your current position. Indicate your choice by placing an [v] under your answer choice. Use the following ratings and tick or cross where appropriate

1 - Strongly Disagree **2** -Disagree **3** - Neutral **4** - Agree **5** - Strongly Agree

No	Measures of Quality of Information	1	2	3	4	5
7.	You think that people in this organization say what they mean and mean what they say					
8.	Employees in the organization freely exchanges information					
9.	People in this organization are encouraged to be really open and candid with each other					
10.	The information in the organization is detailed and accurate					
11.	The information I receive from other department is consistently reliable.					
	Measures of Channels of Communication	1	2	3	4	5
12.	My organization uses an appropriate channels of Communication.					
13.	Communication Channels are convenient and reliable.					
14.	Managers use oral channel of communication.					
15.	Both written and oral channels of					

	communications are convenient for me.					
16.	Written directives and reports are clear and concise					
17.	Conflicts are handled appropriately through proper communication channels					
	Measures of Content of Communication	1	2	3	4	5
18.	The information from the departments is relevant for my work tasks					
19.	You are kept informed about how well organizational goals and objectives are being met.					
20.	You always receive an important information's to your work tasks					
21.	You are satisfied with explanations you get from top management about why things are done as they are.					
22.	You think that information received from your colleague (co- workers) is reliable.					
23.	Top management is providing you with the kinds of information you really want and need.					
	Measures of Frequency of Communication	1	2	3	4	5
24.	I receive in time the information needed to do my job					
25.	The amount of supervision given me is about right					
26.	People in my organization have great ability as communicators					
27.	My supervisor offers guidance for solving					

	job related problems					
28.	I receive in time the information needed to do my job					
	Measures of Openness of Superior	1	2	3	4	5
29.	Your manger is frank and sincere with you.					
30.	Your manger makes you feel that things you tell him/her are really important.					
31.	You believe that your manager thinks he/she really understands you.					
32.	Your manager makes you feel free to talk with him/her.					
33.	You believe that your manager thinks that you understand him/her.					
34.	Your manager has your best interest in mind when he/she talks to his/her boss.					

To what extent do you agree or disagree to the following statements as indicators to **your performance as employee** in the hotel? Indicate your choice by marking [**v**] under the options given. Use the following ratings and tick or cross where appropriate

1 - Strongly Disagree **2** - Disagree **3** - Neutral **4** - Agree **5** - Strongly Agree

	Measures of Employee performance	1	2	3	4	5
35	I often manage my work/task timely and appropriately					
36	I am able to provide best customer care					
37	I am satisfied through my work					
38	Effective communication improves my performance as an employee					

39	Creating powerful communication channels is vital to my performance as an employee					
40	I am more productive as an employee if I have been told exactly what is expected of me					
41	Clear communication and constructive feedback are keys to good performance of employees					
42	Effective internal communication at all levels of the organization leads to better performance					
43	Effective communication provides me the knowledge and work environment I need to improve my performance					
44	Good internal communication helps to deal with conflicts and resolving issues thereby resulting in better performance					

SECTION THREE: Communication Channels Status of the organization

1- What channels do you frequently use?

Face-to-face []

Telephone []

Written (Memos) []

E-mail/internet []

2- How do you measure the extent of usefulness of the following channels in the hotel?

Indicate your choice by marking [**v**] under the options given.

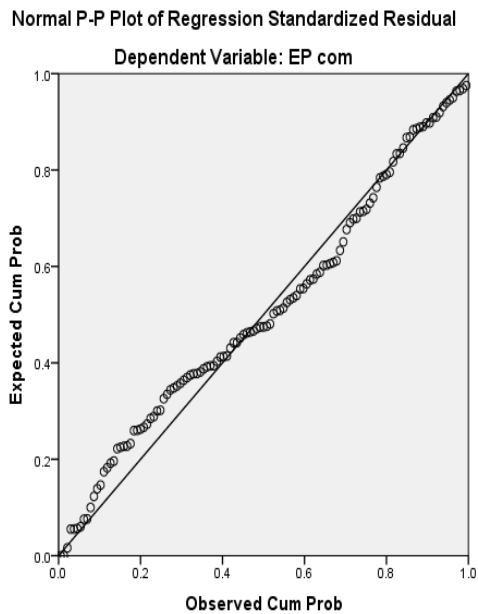
1 - Excellent **2** -Very useful **3** -Useful **4** – Somehow useful **5** – Not Useful

Statement	1	2	3	4	5
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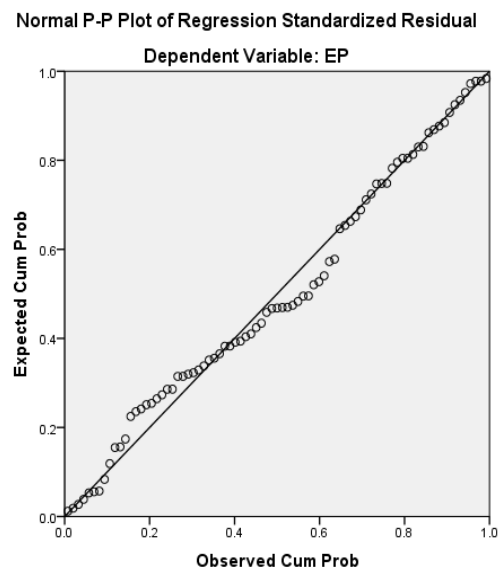
Face-to-face					
Telephone					
Written (Memos)					
E-mail/Internet					
Grapevine(rumors)					

‘Thank you for your corporation’

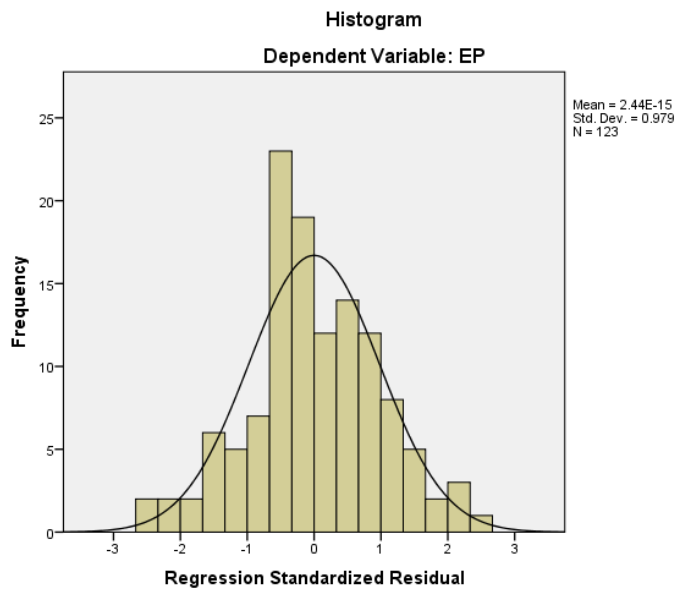
APPENDIX 2: Test for Linearity (Elilly International Hotel)



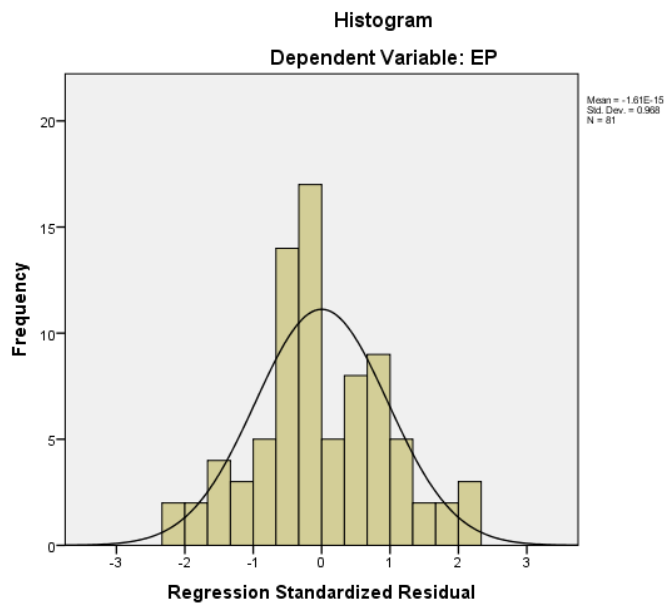
APPENDIX 3: Test for Linearity (Marriott Executive Apartments)



APPENDIX 4: Test for Normality (Elilly International Hotel)



APPENDIX 5: Test for Normality (Marriott Executive Apartments)



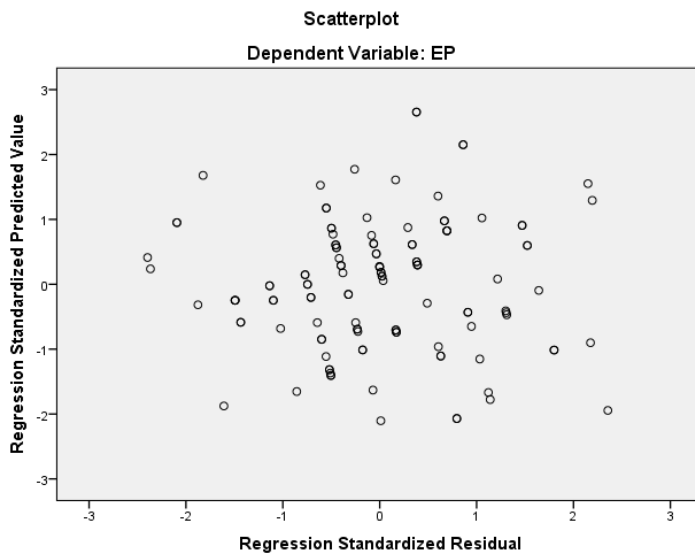
APPENDIX 6: Test for Multicollinearity (Elilly International Hotel)

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Quality	.985	1.015
	Mode	.962	1.039
	Content	.909	1.100
	Frequency	.991	1.009
	Direction	.910	1.098

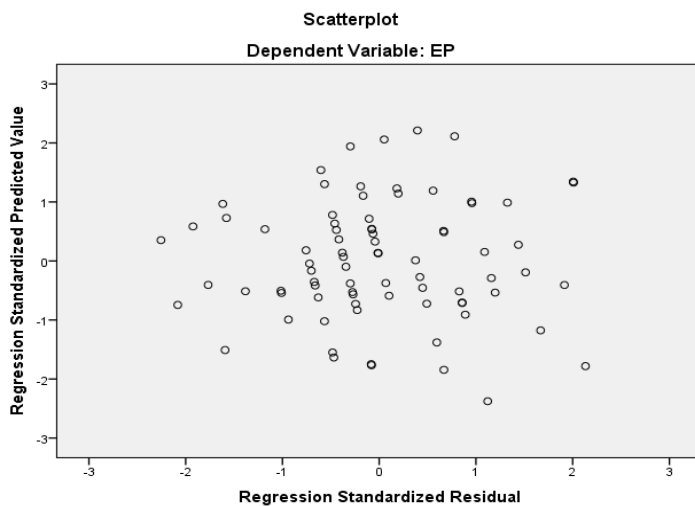
APPENDIX 7: Test for Multicollinearity (Marriot Executive Apartments)

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Quality	.940	1.064
	Mode	.973	1.028
	Content	.892	1.122
	Frequency	.908	1.102
	Direction	.944	1.059

APPENDIX 8: Test for homoskedascity (Elilly International Hotel)



APPENDIX 9: Test for homoskedascity (Marriott Executive Apartments)



APPENDIX 10: Correlation Matrix (Elilly International Hotel)

		Employee Performance	Quality	Mode	Content	Frequency	Direction
Employee Performance	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	123					
Quality	Pearson Correlation	.416**	1				
	Sig. (2-tailed)	.009					
	N	123	123				
Channel	Pearson Correlation	.223	.512**	1			
	Sig. (2-tailed)	.001	.000				
	N	123	123	123			
Content	Pearson Correlation	.301**	.203	.142	1		
	Sig. (2-tailed)	.007	.025	.001			
	N	123	123	123	123		
Frequency	Pearson Correlation	.524**	.125	.314**	.279**	1	
	Sig. (2-tailed)	.003	.781	.999	.383		
	N	123	123	123	123	123	
Direction	Pearson Correlation	.337**	.179	.164	.263	.053	1
	Sig. (2-tailed)	.000	.007	.370	.203	.560	
	N	123	123	123	123	123	123

*. Correlation is significant at the 0.05 level (2-tailed).

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

APPENDIX 11: Correlation Matrix (Marriott Executive Apartments)

		Employee Performance	Quality	Mode	Content	Frequency	Direction
Employee Performance	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	81					
Quality	Pearson Correlation	.453**	1				
	Sig. (2-tailed)	.012					
	N	81	81				
Channel	Pearson Correlation	.125	.489**	1			
	Sig. (2-tailed)	.000	.000				
	N	81	81	81			
Content	Pearson Correlation	.226**	.203	.142	1		
	Sig. (2-tailed)	.007	.025	.001			
	N	81	81	81	81		
Frequency	Pearson Correlation	.513**	.125	.398**	.079	1	
	Sig. (2-tailed)	.002	.000	.099	.003		
	N	81	81	81	81	81	
Direction	Pearson Correlation	.316**	.109	.164	.152	.048	1
	Sig. (2-tailed)	.006	.025	.002	.154	.681	
	N	81	81	81	81	81	81

*. Correlation is significant at the 0.05 level (2-tailed).

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

APPENDIX 12: Model Summary^b (Elilly International Hotel)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 ^a	.653	.527	.34975

a. Predictors: (Constant), Direction, Mode, Quality, Frequency, Content

b. Dependent Variable: EP

APPENDIX 13: Model Summary^b (Marriot Executive Apartments)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.664	.638	.27158

a. Predictors: (Constant), Direction, Mode, Quality, Frequency, Content

b. Dependent Variable: EP

APPENDIX 14: Summary of ANOVA^a (Elilly International Hotel)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.312	5	4.862	38.036	.000 ^b
	Residual	15.025	117	.128		
	Total	39.337	122			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Direction, Frequency, Quality, Channel, Content

APPENDIX 15: Summary of ANOVA^a (Marriot Executive Apartments)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.148	5	3.429	30.142	.000 ^b
	Residual	8.532	75	.114		
	Total	25.680	80			

a. Dependent Variable: EP

b. Predictors: (Constant), Direction, Mode, Quality, Frequency, Content