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**INVESTIGATING INTERNAL CORPORATE COMMUNICATION STRATEGIES:
SHER ETHIOPIA PRIVATE LIMITED COMPANY IN FOCUS**

BY:
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**Assessing Internal Corporate Communication Strategies: Sher Ethiopia
Private Limited Company in focus**

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Jimma Ethiopia

DECLARATION

I hereby declare that this thesis is my original work, has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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Abstract

The main aim of this study was assessing internal corporate communication strategies in Sher Ethiopia PLC. The study was undertaken combining qualitative and quantitative research methodologies. The research data were collected by means of two methods of data collection, namely the survey questionnaire, in-depth interview. Qualitative data were analyzed using themes and description that emerged from interviewees' word; whereas quantitative data were analyzed using descriptive statistics such as means, percentiles and frequencies. The study found that old habits of hierarchical information distribution and limited internal communication channels remained in use in the company. The Internal communication channels used in the company were meeting, telephone calls, noticing board, Memos, face-to-face contact and Suggestion box. The study also indicated the dissatisfaction of employees toward information dissemination, communication with managers and internal communication channels. Finally, the researcher recommended the company to develop written strategic internal communication plan, use multiple communication channels, create awareness for employees about goals and policies of the company, employ regular communication and continuous feedback, develop two-way and integrated communication system.

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Lists of acronyms

ER-----Employee relations

EHDA-----Ethiopian Horticulture Development Agency

HR-----Human resources

ICC-----Internal corporate communication

PLC-----Private limited company

SPSS-----Statistical package for social science

CSQ-----Communication satisfaction questionnaire

CHAPTER ONE: INTRODUCTION

This part of thesis introduces background of the study, statement of the problem, and research question, Objective of the study, its significance, scope, limitation and organization of the study.

1.1 Background of the study

Communication is an important and defining feature of any organization, and subsequently internal communication exists in every organization, and is an integral part of public relations. Assigning great attention directly to company's internal communication, the company can lead to increase the employees' dedication and improve overall work performance (Mumby, 2013, p.88). Besides, communication is a facilitating process that enables an organization to evaluate attitudes and to have an understanding of those publics that impact upon the organization. Sophisticated management now understands the strategic importance of communicating with those publics; and of having a constant dialogue with them. In short communication is the process that enables organizations to develop relationships with important stakeholders, to identify with them and by which to gain their approval (Dolphin, 2000, p.12).

Corporate communication is a relatively new field of interest within marketing research. Van Riel (1995) defines corporate communication as "an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favorable basis for relationships with groups upon which the company is dependent" (p.26).

Internal corporate communication (ICC) is communication between an organization's strategic managers and its internal stakeholders, designed to promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims (Welch & Jackson, 2007, p.186). Corporate communication is an approach rather than a technique. It has developed into an essential management discipline. It is an approach that sets out to ensure the consistency of the corporate message and the transparency of the organization. It is a function that anticipates issues, events and crises before they occur. Through its messages and themes the organization conveys its desired image and persona (Ibid).

Cited in Dolphin (2000), Harrison (1995) stated that, corporate communication brings together all communications which involve an organization as a corporate entity. Everything, in short that originates from corporate headquarters is targeted at employees, or which reflects the organization as a whole (p.4).

Corporate communication strategy can be seen as a pro-active capability to adapt the organization to changes in stakeholder expectations and opinions (through environmental scanning and boundary spanning activities). It can create a competitive advantage for an organization through the early detection and management of issues, involving strategic stakeholders in problem solving and decision making. Corporate communication strategy makes the communication function relevant in the strategic management process through its focus on communication with strategic stakeholders, aligning communication goals to the organizational mission (Steyn, 2002, p.21).

Cited in Oliver (2004), Argenti (1998) says that a strong centralized function with direct connections to the chief executive officer is the best way for a company to ensure the success of its corporate communication function (p.102).

By developing a corporate communication strategy, organizations will manage their stakeholders and issues proactively - striving towards cooperation and mutually beneficial relationships. Corporate communication strategy will also serve as the link in aligning corporate communication goals with organizational goals, thereby facilitating the function's contribution to organizational effectiveness (Steyn, 2000, p.4).

Vuori (2012) Cited in Sewestianiuk &Voitovici (2013, p.7) states that strategic communication focus on communicating how companies transfer information among different organizational endeavors and how an organization functions as a social actor in order to reach its goals.

1.2 Statement of the problem

The success and failure of one organization partially depends on how it treats or communicate its internal public (employees). When employees are not well communicated and dissatisfied with communication strategies of an organization, the failure of that organization is likely close. This is because communication dissatisfaction may lead to job dissatisfaction.

In an era, when integrated communication and brand management are witnessing major attention worldwide, the track record of successful implementation of internal corporate communication (ICC) strategies remains poor (Sharma & Kamalanabhan, 2012, p.300). Internal communication in a global company can be seen as a challenge in the organizational environment. Communicative objectives such as message efficiency, creating learning networks and sharing knowledge represent guidelines for any strategy that looks at developing a modern distribution of information (Sewestianiuk & VoitoVICI 2013, p.2).

Too often, communicating with in the internal audience was treated as an afterthought - a process of issuing bulletins or news releases - and not as a means of harnessing the creative energies and enthusiasm of staff (Dolphin, 2000, p.28). For too many years, companies have ignored internal communications while hundreds of thousands of pounds have been spent on advertising and image-raising among external audiences (Langford-Wood & Salter, 2002, p.36). Even though big organizations which run with large number of human resource are being established from time to time in Ethiopia, and internal communication in a global company is as such a challenge, companies in the country particularly, Sher Ethiopia private limited company is not exceptional to face those challenges that arise from defective internal corporate communication strategies.

Quirke (2008, p. 276) stated that internal communication is overlooked mainly because the upper management does not realize the severity of the risks when overlooking it, and internal communication is not getting the attention it deserves. This might happen if there is not enough information, data and feedback regarding employee communication and its results and, consequently, the impact of internal communication should always be monitored (Quirke 2008, 277). Dolphin (2000, p.23) argued that without good internal communications, there is the potential for frequent misunderstanding between management and staff - particularly so in large organizations.

According to various research papers of managers' views, the 60 percent of problems in the organizations are caused by incorrect communication (Holla, 2007, p.108). Among the factors that make the communication incorrect, the communication strategies that followed by organizations have major share. As a researcher's experience of the area [Sher Ethiopia PLC], employees complain that they neither informed about activities of the company nor being heard to their managers; even the foreman complain on defective communication flow from managers to themselves.

Problem with any organization is that from day one there is already an informal communications network in place, regardless of what management sets out to do. It's called the gossip network and it's fed by rumor. It is, therefore, essential that the communication strategy is able to work with this or counteract it effectively (Langford-Wood & Salter, 2002, p.45). Though internal corporate communication strategies are as such crucial for organizational success, very few studies were conducted by communication scholars in Ethiopia exploring internal and external public relations and communication practices of some organization. Teshome (2017) conducted study on the practice of internal and external communication in Development Bank of Ethiopia as a case study. The findings of the study identified some major root causes for customer dissatisfaction of communication like: absence of customer oriented metrics, deficiency of work instructions and employees' lack of communication skills.

Sewestianiuk and Voitovici (2013) also conducted an organizational case study on internal communication channels at Ericsson Goteborg Company in Sweden. The research investigated the richness of different internal communication channels in relationship with the processing of an efficient communication strategy at Ericsson Goteborg. Sharma & Kamalanabhan (2012) also conducted a study on internal corporate communication and its impact on internal branding by analyzing Perception of Indian public sector employees. This study confirmed that ICC practices and brand training have a positive impact on communication satisfaction that further promotes a sense of brand identification, loyalty and commitment among the employees.

Teshome's (2017) study focuses on exploring the communication practices rather than communication strategies to be followed to practice communication activities whereas, Sewestianiuk and Voinovich (2013) study focus on analyzing employees' preferences regarding internal communication channels. Sharma & Kamalanabhan (2012) study also aimed at

exploring the extent to which practitioners in an Indian Public Sector undertaking ICC dimensions to develop their company's brand image among employees.

However, the three studies mentioned above in relation to internal corporate communication are not aimed to assess or deal with internal corporate communication strategies rather they focus on practices of communication, employee channel preference and internal corporate communication impact on branding. Furthermore, as far as the researcher's knowledge is concerned, there was no study done in relation to the Internal corporate communication strategies, in the large companies and industrial sectors of Ethiopia particularly; Sher Ethiopia PLC.

Thus, the current study focuses on assessing strategies that are adopted to practice internal corporate communication in Sher Ethiopia PLC, thereby filling the gaps of the above studies.

1.3 Research questions

- ❖ What internal corporate communication strategies do managers use to communicate employees of the company?
- ❖ What communication channels are used for internal corporate communication?
- ❖ To what extent are employees satisfied with the internal corporate communication strategies of the company?

1.4 Objectives of the study

1.4.1. General objective

The main aim of this study was to assess the internal corporate communication strategies utilized in Sher Ethiopia private limited company.

1.4.2 Specific objectives

The specific objectives of this study were to:

- find out the internal corporate communication strategies managers use to communicate employees of the company
- identify communication channels used for internal corporate communication
- identify satisfaction of employees with internal corporate communication strategies used by the company

1.5 Significance of the study

The study tried to assess internal corporate communication strategies of Sher Ethiopia PLC. The study may be useful to show Sher Ethiopia PLC internal corporate communication strategies and the practical application of the study can help the company to build or practice good internal communication with its key internal stakeholders (public) which is a base for organizational success. The finding of the study can be used as an input for those who make policy so that they design, acquire and formulate efficient and appropriate policy. Furthermore, it also helps in providing information for further research in the area.

1.6 Scope of the study

The scope of the study is circumscribed to internal corporate communication strategies. This is because Sher Ethiopia PLC is sending its product out of the country and communicating externally with international public which is difficult for the researcher to collect a data for assessing external corporate communication strategies of the company. Additionally, because internal corporate communication is the communication between managers and employees of the company, the study was limited to only assessing communication between managers and employees without considering other dimension of internal communication. The research was conducted by taking the time frame from January, 2017 to March, 2018.

1.7. Limitation of the Study

To review more in the subject area, the limited-existence of local study in relation to internal communication strategies in private companies was a limitation in this study.

1.8. Organization of the Study

The study has five chapters. Chapter one establishes background, statement of the problem, and presents objective of the study. It also deals with significance, scope and limitation of the study. Chapter two is all about review of related literature and theoretical frame work of the study. Chapter three deals with research methodology. Chapter four presents data presentation and analysis. The final chapter presents conclusion and recommendation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Communication and its Importance in an Organization

Communications is an organizational asset, but its ultimate weight and meaning as a success factor for the business depends on the way in which the role of communications is understood. Traditionally, communications is regarded first and foremost as an auxiliary and supportive function, alongside human resources and financial administration. However, in the future, communications is bound to emerge as an increasingly important competitive factor in the organization, a success factor leading and coaching the organization (Malmelin, 2007, p. 304).

No organization exists in a vacuum. Every organization has a place in, and impacts upon, its own environment. Each organization needs to communicate with those key publics whose perceptions and opinions it deems important. An organization needs to impact upon its environment by communicating integrated, coherent messages and themes to those internal and external audiences with which it desires to have relationships. Communications is thus a process that nourishes those relationships. Communications is a process that needs to be geared to the needs, ideals and aspirations of all its audiences. It can facilitate an understanding of, and deepening appreciation for, the organization. It is an enabling process; one which should form an essential part of corporate strategy. It is a process that can impact upon performance and upon overall competitive advantage. Thus through communication the organization functions, its character and identity takes on life and form, and it becomes known to its various audiences (Dolphin, 2000, pp.1-2).

Communication is a base of cooperation in the company and also in personal life of each person. Communication is not easy to define; it is a term of wide understanding. The company's communication is involved in all management activities, and it is the main element which connects and coordinates all activities in the company through managing people. In this context we can understand the communication process as a process of giving, exchanging and receiving information, which must be based on understanding and feedback. Hola (2007, p.32) stated that we can see the meaning of communication in these activities: transfer (giving) of news,

information and decisions; clarifying situations and states of current affairs of the company; Persuasion and influence.

The broader understanding of communication can also include work with information summarized in these activities: monitoring – searching for and understanding a content, collecting, recording and saving of information; interpretation – providing the information with its intended purpose; distribution – providing the information effectively according to its value; sharing – understanding the meaning of information by all members of the team; realization – practical implementation and use the information for setting of the processes and standards in the company (Holo, 2007, p.33).

2.2 Internal communication

In recent years the approach to internal communication has been forced to adjust to numerous changes in the workplace. Argenti (1998) writes of changes in organizations that affected the workplace and, in turn, employees. He wrote, "the overall environment is more competitive than ever before, more global than in the past, and more interdependent on other organizations. These changes put pressure on today's employees and create the need for a more coordinated approach to employee communications" (p. 199).

Internal communication can sometimes be considered as something that happens by itself, e.g. when the managers are just talking with their employees. Smith and Mounter (2005, pp.12-13) describe it at its most simple form as an organization's two-way communication, needed to ensure day-today smooth running of operations. Corporate goals have to be shared, as well as information delivered to the workforce regarding what is expected from them (Smith & Mounter 2005, p.14). A shift in internal communication came with the introduction of applying marketing strategies to employees. Debussy, Ewing, and Pitt (2003) write, "the notion of internal marketing, in which companies are considered markets and employees as internal customers, emerged during the 1980s" (p. 149).

Companies with highly effective internal communication practices produce superior financial results and enjoy greater organizational stability. The comprehensive content of internal communication is realized within leadership. The main challenge of leadership is to achieve

mutual benefit for the company and its employees. The filling of mutual expectation (company's employees' results requirements and on the other side the employees' requirements) is a very important premise which leads to overall company prosperity.

When employees work results or their work behavior and attitudes are not in accordance with the company's aims, the management can find reasons in three problem areas: they do not know what course of action to take due to the lack of information; they cannot achieve the company's goals because of their lack of skills or because the workplace conditions are inadequate and they do not deliver because they are not motivated enough to achieve the work target (Hola, 2007, pp.33-34). For a long time the importance of internal communication was overshadowed by its big external (communication) brother. When internal communication is effective and successful the employee related outcome will be evident in increased productivity, decreased attrition, enhanced image and reputation of an organization they are working for and ultimately additional financial profits (Dzenan, 2017, p.2).

Planning internal communication in an organization requires information on the prevailing situation of how internal communication currently works. When making a communication plan the current methods and resources should be charted and seen if they meet the targets set for communication. The analysis of the current situation is based on the most significant fields of communication, defined by the organization (Daniels, Spiker and Papa, 1997, p.301).

According to Friedl & Vercic (2011) internal communication has two main roles: spanning provision of information and creating of a sense of community within organizations. Internal communication is not limited to employees only but goes beyond that and treats (Dzenan, 2017, p.2). According to Hola (2007, p.33) main objectives the content (tasks) of internal communication can be determined: Providing information for employees' needs (information necessary for job duties; Internal marketing, e.g. public relations (communication necessary for employees' work behavior and attitudes); Consolidation of employees' stability and loyalty (communication necessary for company activities coordination, processing, standards, building of company culture); Set up of feedback.

Internal communication penetrates the whole organization. The process of internal communication involves personal management, internal marketing, managerial communication abilities and skills and finally company information and communication infrastructure. Only the synergy of all of the above-mentioned activities can guarantee effective internal communication as the base of company management (Holla, 2007, p.34).

The employees are expected to know everything about the organization where they work at. They will be most probably asked about the organization and they will have discussions for example of the current situation of the company. This is when internal communication becomes very important. If the internal communication is very well taken care of, it gives a whole staff preparedness to answer questions about the organization. It is essential to give the information in a clear and understandable way, so that it can be memorized and given as clear answers when receiving questions regarding the company (Kalla, 2006, p.141).

2.2.1 Positioning internal communication

The organizational communication field of study looks at communication and organizational behavior and is described in various ways. It is concerned with the symbolic use of language, how organizations function, and what their goals are (Mumby and Stohl, 1996, pp. 53-54). The discipline of organizational communication focuses on the context of organizations and their communication processes (Miller, 1999, p.1). It can be seen as both “a way to describe and explain organizations” and an approach to “communication as a phenomenon” in organizations (Deetz, 2001, p. 5).

Organizational communication scholars argue that all communication is part of an integrated whole. On the one hand, Cheney and Christensen (2001, p. 231) argue that internal and external communication no longer exist as separate fields since they have been superseded by the notion of fuzzy organizational boundaries. On the other hand, they use the term “external organizational communication” for clarity and then go on to define it as “public relations, marketing and issues management”. They define internal communication as “employee relations, statements of mission and organizational development” (Cheney and Christensen, 2001, p. 231). These authors give a strong caution against the use of the internal/external communication labels without the benefit of reflection on the linkages between them and the resultant fuzzy

organizational boundaries. This is useful as it reminds managers and theorists that internal communication becomes external as soon as the e-mail is forwarded to the media or the newsletter is taken home.

Most large corporations today understand the importance of the internal audience. For years, managers have focused on “customer care”. More recently, they have begun to dedicate the same kind of attention to their own employees, recognizing that employees have more to do with the success of a business than virtually any other constituency. A study by consulting firm Watson Wyatt concluded that the bottom line is that employee communication is no longer a ‘soft’ function but rather a business function that drives performance and contributes to a company’s financial success. Internal Communications in the twenty-first century is more than methods, publications, and broadcasts that comprise it. It’s about building a corporate culture and having the potential to drive organizational change (Argenti, 2007, p.137).

Internal communication is an important tool to construct a clear and precise company image inside the organization. At the same time internal communication supports the organization by securing the knowledge about the organization among the employees. Internal communications may be defined as transactions between individuals and groups at various levels and in different areas of specialization and those transactions are intended to design and redesign organizations and co-ordinate day-to-day activities. Internal communication is a complex, imperative process through which employees coordinate the work process essential to the functioning of any organization. Employees today are likely to want more information about the company for whom they work, so internal communication is the catalyst to organizational excellence and effectiveness and it should be continuous (Dolphin, 2005, pp.171-173).

2.2.2. Employee relations: the role of internal communication

All companies communicate with their employees. As the volume of their communications grows, many companies create an employee relations (ER) function with dedicated staff to manage the numerous media through which senior managers can communicate among themselves and with the rest of the organization. Sometimes the ER function is embedded in the human resources (HR) department in order to capitalize on the routine interface. In most companies, however, ER will also report to the wider corporate communication function. ER

specialists are generally expected to fulfill one or more of these roles: Efficiency:- Internal communication is used primarily to disseminate information about corporate activities, Shared meaning- Internal communication is used to build a shared understanding among employees about corporate goals, Connectivity- Internal communication is used mainly to clarify the connectedness of the company's people and activities and Satisfaction- Internal communication is used to improve job satisfaction throughout the company Cees et al. (2007, p.188).

Ultimately, the effectiveness and professionalism of the ER function depends on the particular role or combination of roles that a company adopts. To assess effectiveness of ER function, Cees et al. (2007, pp.190-193) recommended distinguishing the following four types of activities that a professional ER function might be expected to address explicitly:

Structure

Internal communication is heavily influenced by the official channels that are given life by the organization's formal structure of reporting relationships. The formal structure defines both the horizontal and vertical groupings of employees, as well as the coordination mechanisms that are used to integrate the differentiated groups. Information spreads in three ways in companies: formal communications occur through the organizational line and largely reflect the organizational chart. Top managers typically inform middle managers who inform the rest of the employees. The greater the number of levels in the hierarchy and the more distinct groups that were created for task purposes, the higher the probability of distortion and misinformation across the company, and the lower the likelihood of the company developing shared understandings among employees.

Flow

In most companies, internal communications are more likely to flow vertically rather than laterally, and downward rather than upward. Downward flows are typically decisions, assignments, and requests. Upward flows are more likely to involve reports and information. Research shows that negative information takes longer to flow upwards than downwards: employees are more likely to send information upwards if they feel that they have a trusting relationship with their manager. In such cases they are inclined to send more favorable and more important information upward. A comparable mechanism exists if employees are under the impression that the people with whom they are communicating can influence their career

prospects: the greater the perceived influence of the recipient, the more effort the employee will make to share positive information.

Content

The effectiveness of the ER function depends not only on the structure and flow of internal communication, but also on the content that is distributed. Employees report greater satisfaction with communication content that is timely, readable, easily understood, and sufficient. Empirical studies report that employees generally feel they don't receive enough information. "More" is often perceived as "better" because it appears unfiltered, and therefore more "authentic" and "true". Content that provides input to employees about their position in the company, clarity about their role, or their relative standing in the larger corporate scheme is generally well received. Research indicates that self-confidence grows when employees have a better understanding of their own role in the company and when they are conscious of the contribution they are making to the company's success. Communications broadcast through parallel media help to institutionalize the "in-group" in the company, and so increase employee identification by those employees who see their interests as aligned with the established leadership in the company. Finally, the effectiveness of ER increases when employees have the feeling that top managers invite and welcome critical self expression.

Climate

The communication climate is a subset of the broader "organizational climate" that develops within companies. The communication climate describes more focused employee perceptions about the nature of internal communications in the company – for instance its professionalism, innovativeness, breadth, or open-mindedness. All communication audits measure employee satisfaction with the "communication atmosphere" or "climate". Productivity results from a positive communication climate because it improves employee identification with the organization, enhances employee self-image and self-confidence, and creates a feeling of belonging by increasing the sense that employees are participating in the decision-making process.

2.2.3 Impact of organizational culture on internal communication

Each organization has its own organizational corporate culture. This particular culture shapes organizational structures, processes, external as well as internal communication. The culture determines what is seen as right and wrong, and it affects how the employees act as a group and

as individuals. Organizational culture is the set of shared norms, values, and perceptions of reality developed within an organization where members interact with each other. An integral part of every organizational culture is its internal communication. As so many other organizational elements internal communication is strongly influenced and forged by organizational culture. Dominant communication practices within particular organization are just one out of many manifestations of organizational culture (Dzenan, 2017, pp.19-20).

2.4. Corporate communication

Corporate Communication is the orchestration of all the instruments in the field of organizational identity (communications, symbols and behaviors of organizational members) in such an attractive and realistic manner as to create or maintain a positive reputation for groups with which the organization has an interdependent relationship (van Riel, 2003, p. 53).

Corporate communication is an approach rather than a technique. It has developed into an essential management discipline. It is an approach that sets out to ensure the consistency of the corporate message and the transparency of the organization. It is a function that anticipates issues, events and crises before they occur. Through its messages and themes the organization conveys its desired image and persona (Dolphin, 2000, p.2).

2.4.1 Why corporate communication

Corporate Communication is concerned with non-economic indicators such as changing attitudes, altering perceptions and affecting what an audience believes about the organization. Keeping management informed about public reactions to what the organization does is now recognized as a prime communications function, as is identifying problems, needs and issues that may impact on the organization. The communication executive has the responsibility of making certain that public opinion and social responsibility are properly considered when any corporate decisions are formulated.

Organizations communicate with those that they perceive as stakeholders because they desire an enhanced awareness, understanding and appreciation of their identity and of their core beliefs, as well as of their products and their services. Every organization has its own identity

and reputation. The primary role of corporate communication is to manage the company's reputation and help build public consent for the organization and for its businesses. In today's globally competitive business environment public consent can no longer be assumed, it must be earned and earned continuously (Dolphin, 2000, p.11).

2.4.2 Corporate communications as intellectual capital

One of the major strategic challenges faced by businesses today lies in the development of intellectual capital. In order to succeed, organizations have to know what kind of resources they possess and how they can put those resources to the best possible use in order to generate value in the marketplace. A key resource for future businesses will be communication. Business success depends more and more directly on organizational communications and its effectiveness. With the continuing convergence of the products and services offered by businesses, an ever greater part of the value of businesses is created in communication by means of images, conceptions, stories and experiences (Malmelin, 2007, p.300).

Intellectual capital is tied in with communication in many ways, and therefore it is important that we study it closely from the point of view of the management and development of organizational communications. The research tradition of intellectual capital is keen to underline the importance of communication to the organization's performance, yet it is only rarely that this factor receives any serious attention. Indeed, many of the problems related to the development of intellectual capital ultimately have to do with communication, but the answers so far have been inadequate.

Intellectual capital may be defined as an asset that is created out of intangible sources of value that have no physical existence and that are related to staff skills and competencies, organizational resources and strategies as well as customer and stakeholder relations. It may also refer to assets that are expected to generate financial benefits to their owners in the future. (Malmelin, 2007, p.302).

2.4.3 Internal corporate communication (ICC)

Internal corporate communication is communication between an organization's strategic managers and its internal stakeholders, designed to promote commitment to the organization, a

sense of belonging to it, awareness of its changing environment and understanding of its evolving aims (Welch & Jackson, 2007, p.185).

2.4.3.1. Goals of internal corporate communication

Welch & Jackson, (2007, p.188) stated the goals of internal corporate communication in an organization as indicated in the four arrow heads in figure 1 below which includes: Contributing to internal relationships characterized by employee commitment; Promoting a positive sense of belonging in employees; Developing their awareness of environmental change; and Developing their understanding of the need for the organization to evolve its aims in response to, or in anticipation of, environmental change.

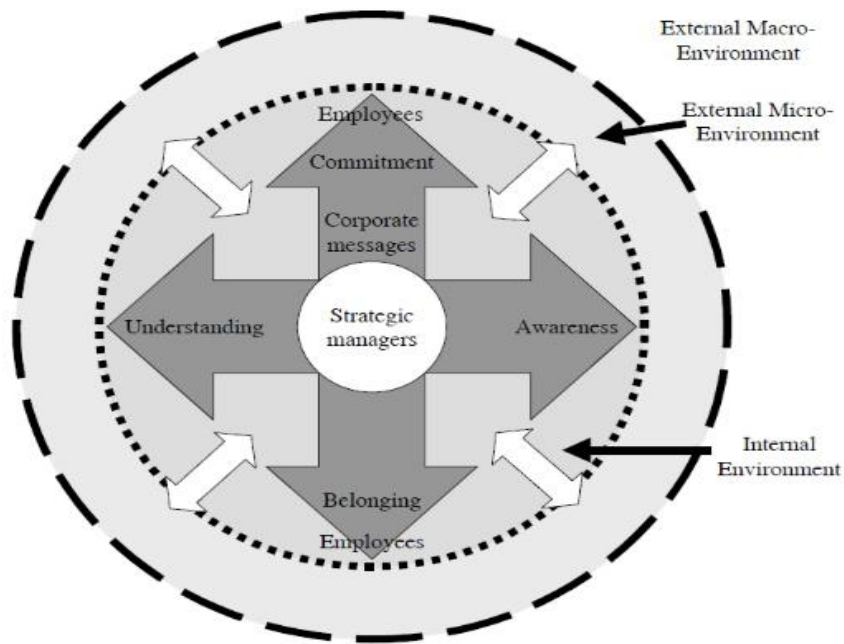


Figure 1 .Internal corporate communication (Welch & Jackson, 2007, p.186).

2.4.3.2. Internal branding: an outcome of ICC

Brand management has become an indispensable part of an organizational functioning. Firms commonly associate their branding efforts to the development of products and corporate brands, but branding can also be used in area of human resource management. Organizations are increasingly concentrating on internal branding in order to assure that current employees engage in corporate culture and strategy. Potential employee is likely to accept a lower compensation if

his job delivers quality and trust through company's brand values and internal communication (Argenti et al, 2005 in Sharma and Kamalanabhan, 2012, p.304).

The key role of internal branding process is to ensure that employees transform brand messages into brand reality for external stakeholders. However, despite the lack of research in understanding antecedents of internal branding outcomes, few researchers have suggested that internal communication can be instrumental in successful implementation of internal branding strategy. They opine that internal communication and training help in internalization of brand values by employees, which build their commitment towards "brand-supporting" behaviors (ibid).

2.5. Managerial Communication

The purpose of managerial communication in any organization is to achieve correct and effective information, both vertically and horizontally, in order to accomplish in good conditions the internal and external requests according to the managerial and organizational objectives (Niculae, 2006, p.66).

An important part of the managerial communication is the direct communication between superior and subordinate. In order to see how good this communication is, we must assess the extent to which the superior and the subordinate agree on work issues and how sensitive each of them is to the other's point of view. Problems appear when the perception differences are extreme and persistent, not when there are insignificant disagreements (Johns, 1998, p.329).

The managers are responsible for prevention of miscommunication spreading. They should prevent the creation of information noise and vacuum, which lowers the effectiveness of control and function of the company in general. The results of miscommunication have far reaching effects on the team and each member's activities and behavior, for example: decrease of motivation; indecision –decrease of decision ability; passivity and frustration (Holla, 2007, p.34).

Internal communication effectiveness can be measured not only by the exchange of information and satisfaction studies. However, the most important variable to measure is how well managers interact with their employees; how they understand the way their employees think and feel, what are their concerns and suggestions. Internal communication's central element is

the people with their own emotions, attitudes and relationships Drafke, (2008) cited in (Zivrbule, 2015, p.10).

Communication with management is very significant for employees, and managers should be visible among employees regularly, especially when the organization is very hierarchical or scattered to an extensive area geographically. For this managers should arrange situations to meet employees and come to the office and walk around and chat with personnel (Tourish and Hargie, 2004, p.76).

2.6. Corporate communication Strategy

Cornelissen (2011) in Dzenan (2017, p.2) defines communication strategy as the general set of communication objectives and related communication programs or tactics chosen by an organization in order to support the corporate strategy in the organization. Communication strategies are very prevalent, since all organizations have some sort of method to portray their core message to the community. Without having a strategy that effectively reaches the predetermined target audiences, there is no way that the organization with influence as many people. If the organization is going to spend the time to figure out their key messages it would be best to develop a strong communication strategy. Furthermore, this would guarantee the time was not wasted and the message will reach the public sector in the easiest way (Cook et al, 2015, p.5).

Corporate communications strategy needs to be linked to the general corporate and market strategies of the organization, to which it must contribute if it is to be seen to have a genuine strategic role. The process of strategy making in corporate communications can be seen to consist of a number of stages.

Corporate communication strategy is a pattern in the corporate communication function's important communication decisions and actions regarding relationships with strategic stakeholders, stated in such a way that the attitude of the organization towards its stakeholders is clear. It is developed within the context of the organization's vision, mission, corporate culture, policies and strategies (the internal environment), but focuses on an assessment of the external (macro and task) environment, and on the stakeholder environment (Steyn, 2000, p.12).

Corporate communication strategy focuses on strategic communication decisions and is the outcome of a strategic thinking process by senior communication practitioners and top

management with regard to the identification and management of, and communication with, strategic stakeholders. It produces a profile that can be used to determine which stakeholders will receive more or less emphasis (Steyn, 2000, p.13). Corporate communication strategy can be seen as a proactive capability to adapt the organization to changes in stakeholder expectations and opinions (through environmental scanning and boundary spanning activities). It can create a competitive advantage for an organization through the early detection and management of issues, involving strategic stakeholders in decision making - giving the organization the autonomy to concentrate on achieving its mission.

Corporate communication *strategy* is not the same as communication *plans*, but provides the framework for the strategic and operational communication plans necessary to carry out the strategy. It is problem solving in unstructured situations, selecting the right problems to solve. It provides a new paradigm for corporate communication – a new pattern of thinking about and studying organizational and corporate communication problems, defining them in a new way.

Corporate communication strategy does not follow the traditional 'linear' approach where the emphasis is on planning, but is molded on the more modern approaches to strategy, e.g. adapting the organization to trends, events and stakeholders in the environment ('adaptive' strategy). It also focuses on relationships, symbolic actions and communication, emphasizing attitudinal and cognitive complexity among diverse stakeholders, which is the essence of 'interpretive' strategy. Taking this approach to strategy is easily explained when considering that the task of corporate communication is, by definition, 'building and maintaining relationships with stakeholders/publics' (ibid).

The corporate communication strategy makes corporate communication relevant in the strategic management process through its focus on communication with strategic stakeholders, aligning communication goals to organizational goals. It provides the vital Link between the enterprise/ corporate/business strategies and the corporate communication function. Although the corporate communication strategy is influenced mostly by the organization's enterprise strategy and provides strategic inputs in the enterprise strategy, it also supports the corporate and business strategies (Steyn, 2000, p.12).

2.6.1. Stages of Developing Communications Strategy

Communications strategy in many organizations does not always involve a logical sequence of steps in which strategies are the outcome of careful analysis, objective setting and planning. Although many organizations, it needs to be said, do have formal planning systems and find that they contribute usefully to the development of the strategy of their organizations, others do not. Managers in such organizations may still think about the strategic position of their organization, or the choices it faces, but may then do so through a process of crafting instead of in a highly formalized way. Here strategy making is seen not as a formal planning process, but rather in terms of processes by which strategies develop in organizations on the basis of managers' experience, their sensitivity to changes in their environments and what they have learned from the past. According to Cornelissen (2004, pp.103-115) the whole process or cycle of strategy making in communications can be divided into four phases – strategic analysis, strategic intent, strategic action and evaluation – with each of these phases incorporating a number of activities. These are:

2.6.1.1. Phase 1: Strategic analysis

Strategic analysis is concerned with understanding the strategic position of the organization. What changes are going on in the environment, and how will they affect the organization and its activities? What are the resources, values and competencies of the organization and can these provide special advantages or new opportunities? What is it that those stakeholder groups associated with the organization aspire to, and how do these groups affect what is expected for the future development of the organization? The aim of strategic analysis is, then, to form a view of the key influences on the present and future well-being of the organization, and what opportunities are afforded by the environment and the competencies of the organization. In other words, the objective with strategic analysis is to analyze and draw out what the current position of the organization is with all stakeholders in its environment, and what this means for the organization's corporate, business unit or market and communications strategies. The different elements of strategic analysis and the analytical tools involved are briefly discussed below.

1. *Organization-environment analysis.* The organization exists in the context of a complex commercial, economic, political, technological, social and cultural world. This environment changes and is more complex for some organizations than for others: how this affects the

organization could include an understanding of historical and environmental effects, as well as expected or potential changes in environmental variables.

2. Market and competitive analysis. One part of the overall environment of an organization includes the markets or market environment in which the organization operates. With market and competitive analyses, the aim is to identify what the competitive position of the organization and its products is within the markets in which it operates and whether the organization can target and serve those markets in a way that at least rivals, if not exceeds, its nearest competitors. Analytical tools include market analysis and competitive analysis.

3. Stakeholder analysis. While the above analyses of the organization's environment, position and capabilities provide the essential background context for the development of any corporate, market or communications strategy, from a corporate communications perspective, it is in any case crucial to identify and understand the relationships with the organization's key stakeholders. Stakeholder mapping is an analytical tool whereby managers start with identifying all stakeholder groups of an organization and display their relationship to the organization and one another visually in a map.

2.6.1.2. Phase 2: Strategic intent

Strategic analysis is concerned with understanding the position of the organization in its environment. Strategic intent proceeds from this analysis and involves the formulation of a strategic vision, around which possible courses of action are formulated, evaluated and eventually chosen. In other words, strategic intent sets the general direction, often articulated in objectives, and defines the general patterns of actions that will be taken to achieve these objectives. On the one hand, strategic intent envisions a desired leadership position and establishes the criterion the organization will use to chart its progress. The concept also encompasses an active management process that includes: focusing the organization's attention on the essence of winning; motivating people by communicating the value of the target; leaving room for individual. This aspect of strategic management can be conceived of in the following ways.

1. Identifying bases of strategic choice. There are a number of fundamental issues, which need to be addressed in generating and considering strategic options open to an organization. Some of these bases of strategic choice arise from an understanding of stakeholder expectations and

influence, which may already be reflected in *mission and vision statements* that provide overall guidance about the nature or aspirations of the organization.

2. Generation of strategic options. There may be several possible courses of action that an organization could follow. These courses of action emanate from the bases of strategic choice as identified above, and include options concerning which stakeholders and markets to address and target, and what the organization wants to achieve with them. Besides identifying strategic options at the corporate and business unit level, in terms of carrying out their missions and implementing new market strategies, organizations also need to consider the strategic options for their communications strategy.

3. Evaluation and selection of strategic options. Strategic options can be examined in the context of the strategic analysis to assess their relative merits. In deciding between options open to them, managers may ask themselves a series of questions. First, which of these options builds upon strengths, overcomes weaknesses, and takes advantage of opportunities, while minimizing or circumventing the threats that the business faces? It can be thought of as a ‘fit’ between the organization, its resource capability and its environment. This fit is an assessment of the suitability of the strategic option.

2.6.1.3. Phase 3: Strategic action

Strategic action is concerned with the translation of the strategic intent or chosen strategic option into action. The ways in which this is done can be thought of as the overall strategic programme of the organization, and successful implementation of strategy is likely to be dependent on the extent to which the various components of the programme work together to effectuate the programme and achieve the strategic intent. Various strategic programmes will emanate from the strategic intent, but the focus here is only on the sort of steps that are important in planning communications strategy implementation. These are the following:

1. Specifying the role of communications and defining communications objectives. A first fundamental issue that needs to be decided upon before working out the content of the communications strategy, the communications programme, is the role that communications is to play in the overall corporate and market strategies for the organization. The basis of *strategic choice* is, as mentioned, whether communications plays a lead or support role – whether it has a full-scale or more subsidiary role in effectuating the corporate and/or market strategies of the organization; what contributions it therefore needs to make; and what stakeholder groups this

involves. From this, it will then be possible to determine the *communications objectives* as well as the *communications tactics* that are feasible to use.

2. Planning communications tactics. After communications objectives have been defined, and the contribution of communications to corporate and/or market strategies has been specified, the next step is to determine the elements of the communications programme: the stakeholder audiences to address and the message and channel tactics that will be used. Stakeholder analysis carried out in the earlier strategic analysis phase represented the first key step in identifying and prioritizing the key audiences that will be the focus of the communications programme. Once the audiences are sufficiently characterized, and against the background of the communications objectives, the *message of the communications programme* can be determined.

3. Organizational arrangements. Once the communications programme has been filled in – that is, when the objectives, message, media and audience are all specified – the next step is to consider the organizational arrangements that need to be made to carry out the programme and as such effectuate the communications strategy

2.6.1.4. Stage 4: Tracking and Evaluation

The final element in any communications strategy should be the provision for effective evaluation of the results – in terms of how far the programme has contributed to the achievement of the communications objectives set. Effectiveness of the programme can be evaluated and assessed on the basis of process and communications effects. *Process effects* concern the quality of the communications programme (in terms of intelligence gathered, appropriateness of message content and organization, etc.). *Communications effects* include the range of cognitive and behavioral effects on stakeholder audiences that a set of communications tactics produces.

2.6.2. Challenges and issues in corporate communications strategy

According to Cornelissen (2004, pp.118-121) Organizations that aim to actively pursue stakeholder management strategies, research suggests that a number of closely related challenges exist and need to be met for the corporate communications function to indeed deliver upon its strategic potential. Some of these challenges may not be entirely new, but they are nonetheless central to securing the strategic involvement of communications. These challenges are:

Challenge 1: Having communications professionals who can think and act strategically. One of the basic problems of why the strategic potential of corporate communications often remains unmet in organizations is the lack of communications practitioners who can enact a strategic role

and contribute to strategy making at the corporate and/or business units levels. In many organizations, communications practitioners tend to be cast in the role of communications technicians rather than managers or strategists, and are not included in the dominant coalition responsible for the formulation of organization-wide strategies. This happens when practitioners fail to enact a strategic role, because of a lack of expertise or experience, or because senior management simply does not provide the support and room for doing so. The following framework based on research of role types of communications practitioners illustrates this distinction between ‘technicians’ and ‘managers’ or ‘strategists’ and offers, in this respect, a useful way of considering how and where practitioners may contribute to both the formulation and implementation of strategy.

Challenge 2: Senior management support. Senior managers, of course, need to allow communications to play its strategic part, and recognize its lead or support role within corporate and market strategies. This means, among other things, that managers see communications as a strategic instrument and corporate communications as a strategic management function, rather than as a simple set of tactics. Relegating communications to tactics often happens when senior managers are actually unsure what the communications function brings to the strategic management of the organization. This is pertinent in organizations where decision makers are uncertain about the value of corporate communications to their decision making, as well as to the achievement of the corporate strategy as a whole. Put differently, senior managers of an organization need to recognize and value the input of communications practitioners if the corporate communications function is to develop its strategic scope and play its critical role in the strategic management of the organization.

Challenge 3: Organizational arrangements. Related to the two points mentioned that communications practitioners should have the ability to enact a strategic role and that senior management should support and allow them to do so, a third issue is the need for organizational arrangements that support strategic corporate communications management. This refers to a range of organizational mechanisms and structures, such as the inclusion of the senior communications practitioner in the organization’s management team or executive board, consolidating different communications disciplines into separate and visible departments, cross-functional coordination mechanisms (e.g. teams, networking platforms) that allow different communications practitioners to work together, and organizing and accrediting communications

at the corporate level as a staff function, instead of placing it as a support function within the organization's operating units.

2.6.3. Communication Strategies in an Effective Organization

Communication is a critical function in organizations, from the very small to the very large. Even one-to-one communications can be fraught with challenges and misunderstandings. By communicating purposefully and focusing on results and relationships, businesses can leverage effective communication strategies to generate solid results with multiple audiences. Effective organizational communications require sound strategies and ongoing focus. Consider the following components of effective organizational communications.

Open

An open communication environment is one in which all members of the organization feel free to share feedback, ideas and even criticism at every level. Leaders who are committed to open communication build an environment of trust that can be the foundation for success.

Inclusive

An inclusive communication strategy is one in which explicit steps are taken to ensure that all employees feel they are involved in decisions that affect their day-to-day work. Organizations with a secretive communication environment shut people out, which can stifle involvement and result in lost ideas and opportunities. Employee involvement is a key factor that affects employee satisfaction and success.

Two-Way

Communication should never be one-way--either from the top-down or the bottom-up. Effective communication strategies involve two-way communication, or conversations, between members of the organization. Companies whose managers successfully engage employees in conversations about their work, their ideas and their perspectives on issues related to products, services, customers and the business environment develop a culture of inclusiveness that generates results.

Results-Driven

Business communication should be results-driven and strategically focused on achieving measurable results. Organizations need to think about what employees need to know to do their jobs effectively, to interact with customers effectively and to serve as ambassadors outside of the organization. Effective communication isn't just nice to do; it's need to do.

Multi-Channeled

Effective organizational communicators know that messages need to be delivered multiple times in multiple ways to have the most impact. Employee communication needs and preferences differ, different messages require different methods and busy business environments can mean that messages get lost. Using multiple channels to communicate with various audiences will increase the odds that communications are received and understood (<http://smallbusiness.chron.com>).

2.7. Channels of internal communication

For internal communication to function as effective as possible, internal communication channels and arrangements must be carried out so that the channel and information deficits are as narrow as possible. This can be done by concentrating on improving the way that informative messages move around in the organization, by creating set databases and by charting how the management communicates and making improvements in it (Aberg, 2000, p.185).

In all organizations, there is an intertwining of networks and channels. These channels are downward, upward, or horizontal with accepted forms of restrictions that control these patterns. Simply put, an organization's structure dictates who can or must communicate with whom (Harris and Nelson, 2008, pp.202-205).

According to Cees et al. (2007, p.190) to supplement formal communications, most Employee Relation functions rely on parallel media for communicating. Employee newsletters, internal magazines, video journals, notice boards, corporate television networks, and intranets are among the favorite media of modern ER functions.

Parallel media are helpful to employees when they provide indirect feedback about the employee's effectiveness. If the information conveyed in these parallel media is perceived to be both credible and timely, and to reduce the costs to the employee of seeking out other information sources, then employees are more likely to seek them out. Finally, information also gets conveyed through "the grapevine" – the informal side of the company. Rumors tend largely to form and get conveyed through the informal networks that take hold in all companies as people form friendships and develop other non-task related linkages. The influence of informal channels can be considerable and savvy ER managers find it helpful to understand the workings of the grapevine – a channel that can be valuable for conveying some kinds of information (Ibid).

The channel, or medium, used to communicate a message affects how accurately the message will be received. Channels vary in their “information-richness.” Information-rich channels convey more nonverbal information. Research shows that effective managers tend to use more information-rich communication channels than less effective managers. The key to effective communication is to match the communication channel with the goal of the message (<http://creativecommons.org/>).

The proliferation of parallel media creates a crucial role for the ER function: maintaining consistency in the self-presentations of the company to all employees. Intranets quickly become outdated and must be updated. Newsletters written in one part of the company are not easily aligned across business units. Time lags separate the release of information online, in print, and on air. The sheer volume of information put out on parallel media have to be coordinated, orchestrated, and streamlined if they are to demonstrate not only coherence, but the singular imprint of the company’s reputation platform and corporate story (Cees et al. 2007, p.191).

Internal communication - it is the exchange of information between employees of the organization; their goal is to meet both the informant’s and the recipient's needs. This information exchange is provided by internal communication channels and relationship between employees of the company. Successful internal communication’s strategy is a very important tool for building successful internal communication channels Mumby, (2013) cited in (Zivrbule, 2015, p.13).

Grunig (1992) cited in (Zivrbule, 2015, p.13) divided Internal communication channels several categories:

- By the type of communication - verbal and non-verbal communication channels;
- By the direction of information’s transmission - vertical and horizontal communication channels (orders, instructions, briefings, meetings);
- By the type of contact with the communication partner - direct and indirect communication channels. Direct communication channel provides audio and / or visual information between sender and recipient. For example, meetings, phone calls, public speaking, it is based on direct contact with a partner. If during information’s transmission, communication partner is absent, it becomes an indirect communication;

- By the form of communication - formal and informal communication channels. An example for formal communication channel - organization's decision-making procedures which foresee all the formal procedures. Informal communication channels are with free flow of information – management meetings with their subordinates in the workplace, employee conversations over lunch breaks, informal interpersonal communication outside of work, common events such as Christmas parties, sports games, bowling tournaments, etc.

Company's internal communication channels can also be divided into primary and secondary channels. Primary internal communication channels - which contain face-to-face or verbal communication: Senior management announcements, senior management, meetings and lunch; Employees' forums, Team notices, Focus groups, Award schemes, Employee meetings. Secondary internal communication channels - information is transferred through internal documentation or by other types of channels that do not provide face-to-face communications: E-mail, Internet, Employees' publications, Video and audio conferences, Surveys and questionnaires (Veinberga 2004, cited in (Zivrbule, 2015, p.13).

2.7.1 Written communication

Even in the era of new communication technologies, communication in print is still present as a channel for internal communication. Generally, the goal of these publications is to keep employees aware of the organization's business goals and objectives, they provide staff with information that can enable them to effectively perform their responsibilities, informing staff of company's and employees' individual achievements and successes, educating employees about any updates regarding the organization (Smith & Mounter, 2005 cited in Zivrbule, 2015, p.16) Several types of written communication can be distinguished:

- **Notices and Newsletters**

These channels can be considered as the key stones of written communication. They are mostly used for transmitting information rather quickly, as it is easier to put together a newsletter than an whole publication/newspaper (ibid).

- **Summaries and annual reports, employee surveys**

Reports, summaries and surveys provide the opportunity to reflect and deepen the understanding on individual and organizational work within the company. These communication channels ensure a predictable, controlled daily work of organization (Farrant, 2003 cited in Zivrbule, 2015, p.17)

- **The company's internal publications/newspapers**

The content of company's newspaper tends to be a mix of more non-urgent company news and news concerning employee social life. Newspapers and publications can possess an informational and educational role in the way that management communicates with the employees. It can also introduce employees with each other, offer support and valuable information to the staff. In the creation of newspaper, employees should participate, as they know best how to meet the need for information about their jobs and the company (ibid).

- **"Info Express"**

Flyers, which briefly inform employees about any events at work, such as upcoming deadline or significant decisions made, staff turnover, advertisements, accidents (ibid).

- **Notice boards**

Notice boards are seen as one of the most primitive channels for formal internal communication. This is a useful communication channel for distributing information that requires to be seen longer than e-mail on the computer screen, but does not necessarily require face-to-face communication. The content of notice boards should be dynamic and frequently renewed and updated (Smith & Mounter, 2005 in Zivrbule, 2015, p.17)

2.7.2. Face-to-face communication

Face-to-face communication can take in many different forms and ways - meetings, conferences or department employee negotiations, etc. Using personal communication, information can be provided directly, listen to the opposing ideas and to discuss them, as well as to take into account employees' feelings, emotions and body language. Employees can ask questions that are important to them, manager can explain everything altogether and clarify misunderstandings (Quirke, 2008 cited in Zivrbule, 2015, p.18). According to Cutlip et al. (2005) cited in (Zivrbule, 2015, p.19) several types of face-to-face communication can be distinguished:

- **Conversations with employees**

Conversations of personal nature between manager and employee are not interchangeable with anything else. This internal communication channel provides possibility to instantly receive your partner's feedback, which undoubtedly makes these conversations complete and more productive.

- **Discussions**

It provides a valuable, direct and trustful exchange of views and information. In this process, very important are good improvisation skills, excellent knowledge of the discussion topics and the desire to listen to criticism and tricky questions.

- **Meetings, presentations, small group discussion, seminars**

During any kind of meetings, employees come together and have the opportunity to do both - to speak and to listen - a two-way communication. Such meetings take up a lot of direct labour hours, but in future perspective they are beneficial as they help to generate new ideas and consolidate the team (Cutlip, Center, & Broom, 2005 in Zivrbule, 2015, p.18).

2.8. Communication satisfaction

Communication satisfaction has been defined as the level of satisfaction an employee has between the overall communication flow and relationship variables within their organization. By meeting the needs and expectations of employees in a positive way, customers and guests of the organization are more likely to have their needs and expectations met. Communication satisfaction has been defined as the support provided when a communication event fulfills positive expectations Hecht (1978), Kandlousi, Ali, & Abdollahi (2010) cited in (Ramirez 2010, p.13).

Communication satisfaction has a positive relationship with job satisfaction and other imperative work outcomes. Considerable research has been done to establish the relationships between communication satisfaction and other key organizational variables, including organizational identification; membership satisfaction job satisfaction; employee productivity; service quality job performance; organizational commitment; and satisfaction with work relationships Hunt et al., 2000 cited in (Sharma and Kamalanabhan, 2012, p.304). Gray and Robertson (2005, pp.26-27) argued as there is an evident connection between satisfaction with the communication and the superior's leading skills and the atmosphere at the working community. Communication affects also working motivation

Downs and Hazen (1977:67) described communication satisfaction as a multidimensional construct in the organization. And communication climate, communication with supervisors, organizational integration, media quality, horizontal and informal communication, organizational

perspective, personal feedback and communication with subordinates are the important parameter in measuring communication satisfaction in the present day organizations.

The way employees perceive the communication styles of their supervisors also influences communication satisfaction (Pincus, 1986) cited in (Ramirez 2010, p.114).

Supervisors should be aware of their communication style and provide guidelines to employees for self-evaluation to ensure that positive communication satisfaction standards are being met.

The way an employee perceives a supervisor's communication style and credibility will influence the amount of satisfaction he or she receives. It is therefore important to not only examine the modes of organizational communication, but also to measure the quality of such communication and its source in the workplace. (Pettit et al., 1997) cited in (Ramirez 2010, p.114).

2.9. Theoretical Framework

Theoretical frameworks that Adopted for this Study are Grunig's Public Relations Excellence Theory [two way symmetrical models] and Behavioral Management Theory.

2.9.1 Grunig's Public Relations Excellence Theory

Modern public relations research, especially the work of J. Grunig, emphasizes the importance of organizational integrity and committed leadership as core values and integral components of any successful organizational public relations effort. The Public Relations Excellence Theory was formulated from data collected through a decade-long study of more than 300 organizations in the United Kingdom, the United States and Canada by the International Association of Business Communicators. The Excellence Theory stresses the "relations" aspect of public relations and how it is crucial to build honest and productive bonds with all stakeholders, especially the internal stakeholders – the organization's employees.

Grunig (2008), cited in Bi (2014, p.4) says that the excellence study introduced symmetrical communication that could better manage the relationship between both internal and external environment and organizations. Symmetrical communication also showed that it increased organizations' employees' satisfaction with their jobs and with the organizations, enhanced public participation, managed the conflict with diverse publics as well.

A model of effective internal communication includes a positive communication climate, where a two-way communication is dominant and the relationship between general employees and top management is built on mutual trust and transparency Hewitt (2006) cited in (DeGroot, 2015, p.8). The excellence study showed that a symmetrical system of internal communication increased employees' satisfaction with their jobs and with the organization. However, internal communication generally was not practiced unless organizations had a participatory rather than authoritarian culture and a decentralized, less stratified (organic) structure rather than a centralized, stratified (mechanical) structure.

The influential excellence study research stream identifies dialogue or symmetrical two-way communication as important to successful internal communication (Grunig and Hunt, 1984, p. 245). Grunig et al. (2002, p. 15) defines two-way symmetrical communication as a model of public relations which attempts to balance the interests of the organization and its publics, is based on research, and uses communication to manage conflict with strategic publics-Symmetrical practitioners, therefore, have mixed motives- they are loyal both to their employees and to the other publics of their organizations.

The excellence theory first explained the value of public relations to organizations and society based on the social responsibility of managerial decisions and the quality of relationships with stakeholder publics. For an organization to be effective, according to the theory, it must behave in ways that solve the problems and satisfy the goals of stakeholders as well as of management. If it does not, stakeholders will either pressure the organization to change or oppose it in ways that add cost and risk to organizational policies and decisions (<https://storify.com/Kkvuocolo/pr-excellence-theory>).

2.9.2. Behavioral Management Theory

Behavioral management has a radically different concept in comparison to the classical approaches. The importance of a manager's behavior is a key approach to management, according to this theory. From the perspective of the behavioral theory, a manager must personally interact with employees, motivate them, and inspire them to perform to the best of their ability for achieving organizational and individual goals (Nazarova, 2015, p.44).

The behavioral approach concentrates on the employees. A manager's role is to make them feel connected in solidarity working in one team to achieve one goal. The idea persists that by reaching the overall goals of the organization, individuals simultaneously able to reach their own individual and professional goals. Managers are supposed to be conscious of this and respect it as such.

This approach finds its roots in the Hawthorne Studies, which had led to the development of the human relations movement and human resources approach. These two approaches to management are what are most commonly used in organizations nowadays (ibid).

According to Robbins (2003), "behavioral theories must be most important for manager, if that manager sees himself as a leader of organization. It is these behavioral characteristics that separate leaders from non-leaders." (p. 316). Also it is important to notice that the behavioral management approach has some significant aspects, which positively impact on efficiency and satisfaction of employees, such as motivation. Therefore, the behavioral approach is included as a part of the communication strategy for manager.

2.9.2.1. Human Resource Approach

Human resource approach emphasizes on open communication within organization, including manager-employee communication, decreasing levels of centralized authority. It also includes the sharing of ideas and opinions, implementing these ideas in reality, and motivating employees in a way that they will develop individually. Thus, the employees affect the working process and actively participate in the organizational process. As such, employees know that their decisions will influence them. Also, this creates an opportunity to express creativity and flexibility in the workplace, which is vitally important (Nazarova, 2015, p.49).

This approach is unique because it concentrates not only on the manager-employee relationship, but it looks at the whole organization. For instance, decentralization leads to open communication and participative decision-making processes. As a result, information flows rather effectively and there are fewer barriers that cause ineffective communication, misunderstanding, and the decreasing of organizational productivity.

Thus, the human resource theory has communication characteristics that should be used by managers, aiming to construct effective communication. For instance, channels of

communication should be open and messages must be sent in all directions, including downward, upward, and lateral movements of communication. Also, information about “work procedures, evaluation of job performance, organizational policies, decisions, and problems” must be available and accurate. (Daniels and Spiker, 1994, p.66) A manager should support the employee and establish a trustworthy relationship. He or she needs to lead in a democratic way and to organize working processes through teams.

CHAPTER THREE: RESEARCH METHODOLOGY

Under this chapter, the organizational background along with organizational structure and the research methodology that consists methods of data gathering, sampling method, data analyzing method, the pilot study result and reliability test are discussed one by one.

3.1. Overview of Organizational Background and Structure

The Ethiopian flower industry represents an extraordinarily fast and successful diversification into a non-traditional export product. The floriculture industry began to emerge in the late 1990s and in less than a decade, and despite its late entry into the flower export industry, Ethiopia became the 5th largest non-EU exporter to the Europe Union cut-flower market and the 2nd largest (after Kenya) flower exporter from Africa in 2007 (Mulu & Iizuka, 2010, p.5).

In terms of foreign exchange earnings, the country has generated 212.56 million USD from the sector in the budget year of 2011/12 and created new employment opportunities in both production and processing. The largest proportion of Ethiopian flower exports is shipped to Europe; however, flower industry is exporting its high quality flowers, vegetables and fruit to over 100 market destinations throughout the world. The industry increased its export volume from 37.65 to 93.01 tons between 2004/05 and 2011/12 which is an increase of 247 per cent (EHDA, 2012, p.7).

Among Horticulture industry currently operating in the Ethiopia, Sher Ethiopia private limited company is one of the largest flower farms. Founded in 2005, the company started business by building the largest flower farm in which flower production takes place in large greenhouses. Currently, the company is operating with 6500 employees. The company exports all its products to international market. The company is located in Oromia Region, East Shoa zone Ziway/Batu town (main company) and Adami Tullu town (Branch Company) that are 160 and 168 respectively km from Addis Ababa to south East. The company has the following organizational structure.

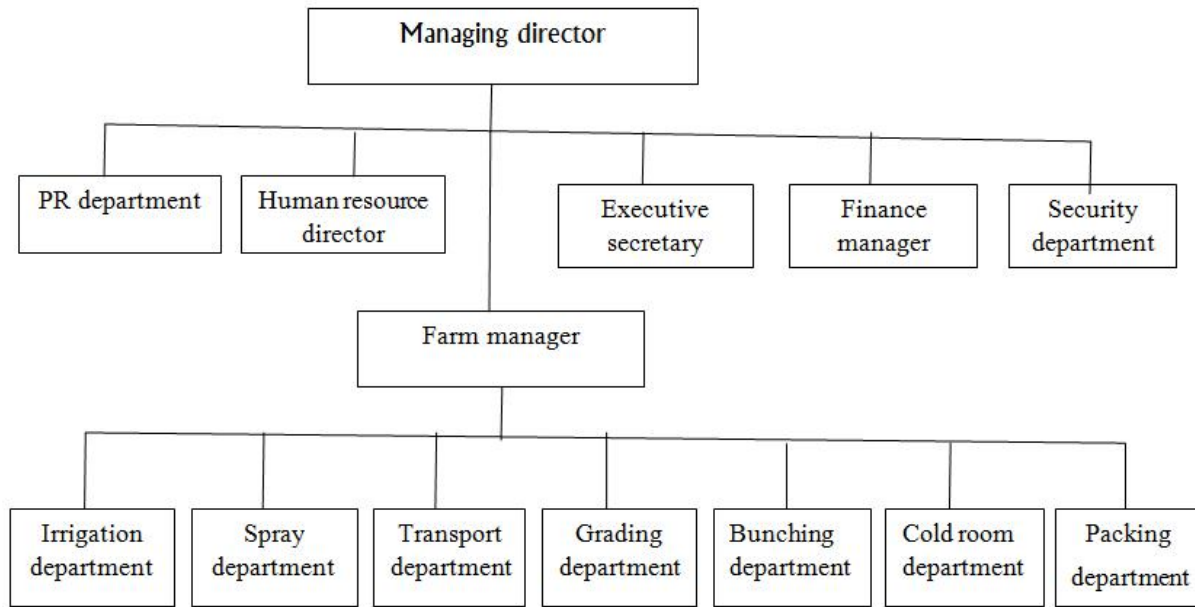


Fig. 2. Organizational structure of Sher Ethiopia PLC. (Source: PR department of the company, 2010 E.C)

3.2. Research Approach

The research approach for this study was mixed (qualitative and quantitative). A Qualitative research is a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures. Data typically collected in the participant's setting data analysis inductively building from particulars to general themes (Creswell, 2009, p.4).

Quantitative research is a means for testing objective theories by examining the relationship among variables. These variables, in turn can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures (ibid). Thus, mixed approach is more than simply collecting and analyzing both kinds of data; it also involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell, 2009, p.4). The research approach chosen for this study is decided based on the objective of the research, research question and the nature of data intended to be collected and analyzed.

3.3. Research Design

The research design employed for this study was Sequential Exploratory study design. Thus, the researcher first identified the ICC strategies and channels under utilization in the company qualitatively through interview. Then, employees' satisfaction toward those internal communication strategies and channels were assessed quantitatively.

Creswell (2009) says sequential mixed methods procedures are those in which the researcher seeks to elaborate on or expand on the findings of one method with another method. This may involve beginning with a qualitative interview for exploratory purposes and following up with a quantitative, survey method with a large sample so that the researcher can generalize results to a population (p.15).

3.4. Population of the study

The populations of this study were 6,500 employees and 40 employers/managers of Sher Ethiopia PLC from both main company (located in Ziway/Batu town) and Branch Company (located in Adami Tullu town).

3.5. Sample size and sampling technique

The researcher selected Sher Ethiopia private limited company purposively using purposive sampling technique because it is one of the largest flower farms in Ethiopia. Since the population size of the company is known, by using sample size determination table with in margin of error 5% and confidence rate 95%, 365 employees were selected. The sample was taken from all departments of both main company (located in ziway/Batu town) and Branch Company (located in Adami Tullu town) based on their population size that proportional to sample needed. Taking sample from all departments was not difficult for the researcher to collect data since work places of employees were closer to one another. And it also helps for generalizability of the study.

The respondents of survey questionnaire were selected by simple random sampling technique (lottery method). According to Henn et al. (2006, p.130), Simple random sampling

involves a process in which all members of the population are assigned a number, and then random numbers are chosen (and people selected) until you have created your sample list.

Furthermore, the vice managing director, public relation department head and respective managers of departments were purposively selected as key informants. Four respective managers of the departments were selected from both main and branch Company and selection was limited by saturation point. According to Walliman (2006), purposive sampling is where the researcher selects what he/she thinks is a 'typical' sample based on specialist knowledge or selection criteria (p.81).

3.6. Data Collection Tools

To answer the research questions and for achievement of the objective the study, the necessary data were collected through the following data collection tools.

3.6.1. Interview

To get more comprehensive qualitative data from administrative class/managers regarding internal communication strategies under utilization and the practices of internal corporate communication in the company, an in-depth interview was conducted with Vice Managing director, public relation department head and respective managers of the departments. The interviews began with background questions, which were an easy way for the interviewee to adjust to the situation. Open and close ended interview questions were adjusted to the position of the interviewee and they were asked about their own area.

An in-depth interview is a series of mostly open-ended questions that is used to obtain detailed or descriptive information from individuals about a research topic (Kalof, Dan and Dietz, 2008, p.120). According to Lindlof (1995, p.5) interviewing people helps to understand their perspectives on a scene, to retrieve experiences from the past, to gain expert insight or information, to obtain descriptions of events or scenes that are normally unavailable for observation, to foster trust, to understand a sensitive or intimate relationship, to analyze certain kinds of discourse.

3.6.2. Questionnaire

To assess employees' satisfaction toward internal corporate communication strategies and channel used in the company, 365 questionnaires were distributed for the employee in each department based on proportion of the population size and sample needed.

The questions for this survey were adopted from multidimensional Communication Satisfaction Questionnaire (CSQ) that was developed by Downs & Hazen (1977). Among CSQ dimensions, three dimensions- information dissemination satisfaction, manager's communication satisfaction and employee's satisfaction toward internal communication channels were used. Some other questions were also added depending on literatures on internal corporate communication. The survey/questionnaire contained a five point Likert which 3 is a midpoint.

For post-graduate research students and for professional researchers alike, the questionnaire is often a vital tool in the collection of data. If it is well-constructed, it can provide data economically and in a form that lends itself perfectly to the purposes of the study. It therefore makes sense to ensure that, as far as possible, the questions it asks will provide the information sought, that the respondents are able to answer all the questions, and that as many of them as possible complete it (Verma and Mallick, 1999, p.118). The questionnaire was prepared in English, Afan Oromo and Amharic since the company comprises diversified employees that have different language background.

3.7. Method of Data Analysis

Both qualitative and quantitative methods of data analysis were used to analyze the data. Data collected through interviews were analyzed using themes and descriptions. On the other hand, in analyzing data collected through survey/questionnaire, descriptive statistics such as means, percentiles and frequencies were used to examine employees' satisfaction toward internal communication strategies and channels. SPSS version 20.0 software was used in analyzing the data collected through survey/questionnaire.

3.8. Ethical Consideration

During data collection there may be refusal or rejection from the source. To avoid such problems, the researcher used formal cooperation letter written from Jimma University to concerned body.

Additionally, the researcher adequately told the respondents about the objective of the study, type of information needed from them, why the information is being sought, for what purpose the data are used, how they are expected to participate in the study so as to assure their informed consent. The study is anonymous and respondents were not disclosed.

3.9. Pilot test

A pilot test was conducted prior to general survey administration by taking a sample of 20 employees from two departments to determine if any adjustments needed to be made. Employees were asked to participate during normal working time. They were given basic instructions and asked to voluntarily to complete the questionnaire. Completion of the survey took approximately twenty to thirty minutes. Some adjustments were made to the questionnaire based on the feedback gathered from these pilot test participants. Pilot study responses did not result in any significant changes except on part questionnaire regarding ranking internal communication channels. Out of 20 distributed questionnaire, 19 (95%) questionnaire were collected which shows high response rate.

3.10. Reliability test

A Cronbach's alpha coefficient was used to determine the reliability of Questionnaire/survey. Accordingly, the value of Cronbach's alpha for 13 items on information dissemination satisfaction and for 9 items on manager's communication satisfaction were 0.867 and 0.848 respectively. On the other hand, the value of Cronbach's alpha of 5 items on employees' satisfaction toward internal communication channels was 0.726. This shows that there is internal consistency with each categorized items. Gliem & Gliem, (2013, p.87) stated that, Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1. Introduction

In this chapter, the data, which were collected depending on the objectives of the study were analyzed and presented. The research data were collected by means of two methods, namely the in-depth interview and survey questionnaire. Accordingly, the analysis was made based on literature reviewed and the framework set out in chapter two. In analyzing the data collected through in-depth interview, thematic analysis was employed depending on the themes that emerged from the data.

In analyzing the questionnaire, descriptive statistics were used interpret, organize, summarize and present by means, frequency and percentage which enables to highlight the communication strategies satisfaction of employees in the company.

4.2. Managers' communication strategy use

As per the objective of the study, the analyses of qualitative data were carried out by categorizing in to themes that organized to answer the research questions- *What communication strategies do managers use to communicate employees of the company?*

4.2.1. Communication strategic plan

Since communication strategic plan is base for all communication activities carried out in the company, all interviewee were asked whether they have written internal communication plan as office they representing or individual level or not. Then, all interviewees admitted that, they have no written internal communication plan.

Interviewee from middle managers stated:

“As a department, we have no written internal communication plan. But, whenever needed I communicate my employees on different issues through different channels.”(Interviewee).

However, Simcic Bronn (2010) argued that, the company must have effective internal communication's plan that helps it to create a positive and mutually respectful internal culture, improve employee's morale, increase their motivation and strengthen their loyalty to the company.

As it can be understood from the above data, absence of the strategic internal communication plan can result in poor practice of internal communication. Grossman, (2005, p. 3) stated that the absence of strategic and effective internal communication makes an organization vulnerable to "the disgruntled within" and employees with sufficient information about their organization are less likely to spread rumors and more likely to defend the organization.

The interviewees also revealed that, the internal communication strategies utilized in the company are similar and the management at different level follows those adopted and experienced strategies of the company.

4.2.2. Information dissemination/message distribution

According to interviewees, regarding the information dissemination, the company top management delivers the information to middle managers and the middle managers to foreman of each department and then finally to first-line employees. When asked about message construction and how to distribute to employees, interviewee from middle managers said:

"Message can be sent to me from the top management or I, personally construct it regarding my department work activities and the mission we want to achieve as a department. Then, I distribute it through my department foreman. Additionally, I use notice board to distribute the information." (Interviewee).

As it can be understood from the above data, information is distributed in the company by passing through different hierarchical positions of management to reach bottom level employees.

Ramirez (2010:4), states that information flow can easily be broken or changed while passing through the successive communication hierarchies of positions or channels of the organization. When such breakdowns occur, front-line employees may have limited or inaccurate information and the quality of information received is influenced by the supervisor, the type of media used to transfer the information, and the type of information the supervisor deemed useful to share.

The same is true in the case company hierarchical positions in which the information passes through may reduce quality of information conveyed by top management.

4.2.3. Nature of communication (Two-way and/or one-way)

As it has been discussed in the literature review part under the title of theoretical framework, the excellence study research stream identifies dialogue or symmetrical two-way communication as important to successful internal communication. Two way communications can create a competitive advantage for an organization through the early detection and management of issues, involving strategic stakeholders in decision making - giving the organization the autonomy to concentrate on achieving its mission.

However, it revealed by all interviewees, though rare frequent meetings carried with mass employees can facilitates the two way communication in the company, communication nature of company was predominantly one-way- which the managers sends message to employees through department's foreman while regular physical interaction was ignored.

4.2.4. Manager's interaction with employees

Communication/interaction among employees and management may be considered an important component in influencing employees' level of job satisfaction.

When asked about the necessity of communication and their perception toward communication with employees, all interviewees agreed as communication is very important part of their job:

“When you are a manager communicating is a very important part of your work because you need to make and filter a lot of information that you need to supply for your employees. Communication is crucial.” (Interviewee).

As it has been discussed in literature review part under Behavioral management theory, a manager must personally interact with employees, motivate them, and inspire them to perform to the best of their ability for achieving organizational and individual goals. Communication between the employee, supervisor and top management has a positive effect on how meaningful work is to the employee. Moreover, open and candid communication between employee and supervisor make the employee's day-to-day job activities more meaningful.

When asked about manager's interaction or communication effectiveness with their subordinates, interviewee representing managing director stated:

“Internal communication effectiveness can be measured not only by the exchange of information. However, when manager effectively communicate the employees, it can be measured by employees' stability, job progress and absence of complain” (Interviewee).

Even though employees stability, job progress and absence of complain are variable in measuring healthy internal communication, to measure internal communication effectiveness, most important thing is how well managers interact with their employees; how they understand the way their employees think and feel, what are their concerns and suggestions.

Although crucial, the effectiveness of corporate communication cannot be judged solely from examining manager's interaction with their employees. Good communication will also be reflected in the quality of the relationships the company establishes and the satisfaction of employees with communication held by the interaction. Employees' manager's communication/interaction satisfaction is discussed under survey result below.

Regarding the effectiveness of internal communication, Quirke (2008) stated that, the traditional view of internal communication is management providing announcements and sending their views and decisions to the work floor. In reality, internal communication is the spearhead of leading change, and can help align employee efforts, share knowledge and engage employees, leading to strategic advance (p.3).

In contrast, as it has been shared by all interviewees, the internal communication practices adopted in the company were daily routines oriented and it depends more on sending of message from the top and middle management to employees while direct interaction of managers that helps to share knowledge, motivate, create commitment and aware the employees about activities of the company was over looked. The more the employees not aware of what is happening in their environment and were not kept informed, the more their perception of belongingness to the company decline.

4.2.5. Feedback receiving

Feedback is one crucial element of effective communication supporting two way communications in organizational setting. When asked about the feedback and communication effectiveness in the company, the interviewee representing managing director stated:

“Actually it is difficult to handle/know more than six thousand employees feeling and interests. But through our compliant coordinating office, suggestion box and during meeting, we get feedback from employees”
(Interviewee).

According to interviewees, even though meetings and suggestion box are channels to receive the feedback, the company merely uses compliant coordinating office to receive feedback from the employees. Hirokawa (1979:87) explain as people become discouraged when their feedback is given and the feedback is never acknowledged or nothing is done with the feedback. In the case company, receiving feedback via compliant coordinating office may lead to reactive responses which can be biased by office coordinators. This is because the top managers may not get fresh or first hand feedback.

4.2.6. Public relations practices

Public relations in organizations assist to management in achieving organizational goals, believe to the transparency affairs and accountability, respect employees' rights, identify duties and responsibilities of government, the right control of people to the work and the right people in criticize and evaluate programs and practices of the organization and having specific strategies and programs.

Strategic internal communication, as part of an overall public relations strategy, is a dynamic operational process linked to activities of the organization. Interviewee representing PR department also revealed that, there is no written Public relations and internal communication plan currently under implementation as of PR department: When asked about the absence of PR strategic plan, the interviewee stated:

“Though we haven’t developed written Public relations and internal communication plan yet, we are accomplishing different activities of the company. We facilitate events like annual celebration of the company called ‘Sher day’ which all employees of the company participate. And the PR department follows every activity internally and externally carried out by the company.” (Interviewee).

A strategic public relation is concerned with managing the relationships between an organization and a much wider variety of stakeholders or audiences and range of priorities at any given time. However, as stated above by the interviewee, the PR department of the company was running without internal communication strategic plan.

Sandra Oliver (2010) argued that Public relations practitioners develop, execute and evaluate organizational programmes that promote the exchange of influence and understanding among an organization’s constituent parts and publics (p.15). Thus, it is understandable from the above interview data that, due to unplanned and unorganized communication activities the relationship building effort between company and its employees could not be effective.

Though company publications are crucial communication channels of internal communication, according to the interviewee, the PR department has not been publishing any kind of publications that intended to communicate internal public/employees. The department rather focuses on technical support of facilitating company’ events and communication with external public like government and media organization for promotion and advertisement purposes.

The other surprising issue revealed during interview was that the PR department is running with one individual who was responsible as department head and as PR practitioner. In today competitive business, creating good employee relation is one aspect of ensuring organizational success. However, according to the interview, the practitioner was individually practice PR activities internally and externally.

4.3. Existing Channels of internal Communication of the company

In accomplishing work routines in the company, the internal communication channels managers use constantly are the same among them. Regarding the communication channels and techniques, all interviewees revealed:

Meeting- the meetings are carried out among top management and respective managers of each department whenever needed and in rare case, with mass employees.

During any kind of meetings, employees come together and have the opportunity to do both - to speak and to listen that supports a two-way communication. However, according the interviewees, the meeting is limited at top level management with exceptional of rare cases. The interviewee representing managing director stated:

“We carry out meeting with managements at different level always and whenever needed. It is difficult to carry out meeting always with mass employees due to workload and large number of our employees. Through middle managers we, the top managers communicate; in essence send the message and receive the feedback. However, there is a situation when we arrange meeting and directly communicate the employees if the issues are beyond the middle managers.”(Interviewee)

Telephone- As all interviewees revealed that telephone call is the frequent communication channels which the managers use to inform and alert one another on any subject need to be communicated. However, as all interviewees admitted, telephone call is limited to only management level since it is difficult to communicate mass employees via it.

Notice board: The management also uses notice board to disclose the information need to be announced for mass employees. Thus, each department and top management offices have their own notice board which they post information in need of employees.

Notice boards are seen as one of the most primitive channels for formal internal communication. Though it is a useful communication channel for distributing information that requires to be seen longer than other channel like meetings face to face contact and others, it needs due consideration for its' clarity, completeness, and accessibility for all employees.

Memos: Memos were used in the company among top and middle managers. Interviewee representing managing director:

“...be it giving instruction or ordering the department to perform a given activity, I write memos for middle managers of the departments for urgent message distribution” (Interviewee).

Face-to-face contact: According to the interviewees, face-to-face communication is another internal communication channel which always carried out in the company. However, though the value of face-to-face communication is constantly stated by managers as richest channel of receiving and spreading messages every day, it was limited to top and middle level management who are always in charge of discussing and meeting on issues at department and company level. Thus, face-to-face contact of manager’s with their employees was very rare except if the issues are must of face-to-face or only needs physical contact.

Suggestion box: According to the interviewees, suggestion box is another medium of internal communication which helps to receive feedback from internal and external stakeholders.

In general, despite the widespread use of electronic communication and company publication which helps for information distribution and feedback reception today, the internal communication channels and techniques used by the company were few and limited.

Katcher & Snyder (2007, p.65), argued that employees have different preferences for how they receive information. Some like to read it in the company newsletter, some in an e-mail, and others at a presentation by senior managers. To effectively reach everyone, multiple methods should be used.

4.4. Employees satisfaction with the Internal Communication strategies of the company

As of objective of the study, the analysis of quantitative data was carried out by categorizing questionnaire in to three themes (information satisfaction, satisfaction toward communication with managers and satisfaction on internal communication channels). These are to answer research questions- *to what extent are employees satisfied with the ICC strategies of the company?*

From total number of 365 questionnaires distributed for respondents/employees of the company, 336 or 92% were collected which is valid for the analysis.

Of the total number of the participants, 49.4 percents are between ages of 21-29, 40.5 percents are between ages of 30-39, 7.4 percents were between age of 40-49 and 2.7 percents were between ages of 50-59. This data shows that the company has a large number of workers which can be considered as active work force having age that ranges from 21 to 39. Out of the total 336 participants, 57.7 percent were males whereas, 42.3 percent were females. This also shows company comprises people of both sexes approximately with fair proportions.

Concerning their educational level, the majority of respondents that is 121 or 36% them have college diploma. The second widely employed trained human power were high school graduates which represent 94 employees in number and 28 % of the work force. The third main taskforce have their first degree and the account for 91 (27.1%). On the other hand, employees who completed elementary school were 30 in number and stands 8.9%. From the data, it is possible to conclude that company was run by educated manpower

Regarding work experience, Out of the total, 177 respondents or 52.7% have One to four years of experience working for the company and 144 respondents or 42.9% have Five to Eight years work experience whereas, 12 respondents or 3.6% have an experience of above Nine years followed by 3 respondents or 0.9% who have an experience of less than One year working for the company. From this data, it can be understandable that most of the respondents have stayed in company for one to five years.

On the other hand, the survey also asked how long the respondents have been on their current positions. Accordingly, 214 respondents or 63.7% were stayed on their current position for 1-4 years. And also 56 respondents or 16.7% were stayed on their current position for 5-8 years. The others, 62 employees or 18.5% were worked for the company for less than one year followed by 4 employees or 1.2% that were stayed on their current position above Nine years. These shows most of the respondents were not changed their work position in the company.

When looking in to employees' satisfaction level toward their job, out of 336 respondents, 156 respondents or 46.4% were dissatisfied whereas, 93 or 27.7% respondents were satisfied. The others 51 respondents or 15.2% were very dissatisfied with their job followed by 18 very

satisfied respondents which account 5.4% of the total respondent. Respondents who were indifferent in deciding their job satisfaction level were 18 or 5.4% of the total.

These data shows most of the respondents were dissatisfied with their job which is dangerous for organizational success.

4.4.1. Information dissemination Satisfaction

Under this section questions intended to assess employees’ satisfaction toward Information dissemination in the company are analyzed.

Table 1: Extent to which respondents were receiving information about company policies and goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	39	11.6	11.6	11.6
Dissatisfied	182	54.2	54.2	65.8
Indifferent	48	14.3	14.3	80.1
Satisfied	54	16.1	16.1	96.1
Very Satisfied	13	3.9	3.9	100.0
Total	336	100.0	100.0	

As it is shown in the above table, of the total respondents, 182 respondents or 54.2%, of the employees were not satisfied in the receiving the information about the company’s polices and goals while the rest 54 (16.1%) were satisfied whereas, 54 respondents (16.1%) were satisfied. The other 39 (11.6%) respondents were very dissatisfied followed by 13 very satisfied respondents which account 3.9% of the total respondent. The satisfactions levels of respondents toward receiving information about company policies and goals registered 2.464 mean score (see table. 14) which is below the midpoint or 3 for Likert scale on-to-five type used. Respondents who were indifferent in deciding their satisfaction level were 48 in number and accounts 14.3%.

Sirota et al. (2005, p.154) stated that goals, values, mission and vision are often expressed carefully to the outside stakeholders, but it should be just as important to communicate these to employees, who are internal stakeholders and again the internal communication would be a key function in explaining an organization’s goals, values, mission and vision – and engaging

employees. However, from the above data, it can be understandable that most of the respondents were not receiving information about company policies and goal.

Table 2: Extent to which respondents were well informed about the company’s expectations of them

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	29	8.6	8.6	8.6
Dissatisfied	198	58.9	58.9	67.6
Indifferent	22	6.5	6.5	74.1
Satisfied	80	23.8	23.8	97.9
Very Satisfied	7	2.1	2.1	100.0
Total	336	100.0	100.0	

As indicated in the above table, 198 (58.9%) the respondents were dissatisfied with the information about company’s expectations of them. The satisfied respondents were 80 in number and account 23.8% whereas, 29 (8.6%) respondents were very dissatisfied and 7 (2.1%) of the respondents were very satisfied. Respondents who are indifferent in deciding their satisfaction level were 22 (6.5%). The satisfactions levels of respondents toward being informed about the company’s expectations of them register 2.517 mean score (see table. 14) which is below the midpoint. From this data, it can be inferred that the company did not inform employees about the information they expected of them to hear or receive.

Table 3: Extent to which respondents kept informed about reasons behind company decisions

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	76	22.6	22.6	22.6
Dissatisfied	177	52.7	52.7	75.3
Indifferent	14	4.2	4.2	79.5
Satisfied	56	16.7	16.7	96.1
Very Satisfied	13	3.9	3.9	100.0
Total	336	100.0	100.0	

As can be seen from the above table, 177 (52.7%) respondents which is the largest number of the respondents were dissatisfied and 76 (22.6%) of them are very dissatisfied with getting the information about the reasons behind company decisions. However, 56 (16.7%) and 13 (3.9%) respondents are satisfied and very satisfied respectively. According to Katcher & Snyder (2007, p. 58), managers in organizations need to know when to gather information from employees and when to make the hard decisions themselves even if it means disregarding employees. It is management's job to gather all the information, weigh this information, and then make the final decision with the best interests of the organization in mind.

Respondents who did not identify their satisfaction level account for 14 (4.2%). The satisfactions levels of respondents toward being kept informed about reasons behind company decisions also registered 2.264 mean score (see table 14) which is below the midpoint. From this, it can be concluded that, company's managers were not well informed the employees regarding decisions taken in company.

Table 4: Extent to which respondents receive information about government regulations affecting the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	80	23.8	23.8	23.8
Dissatisfied	146	43.5	43.5	67.3
Indifferent	13	3.9	3.9	71.1
Satisfied	74	22.0	22.0	93.2
Very Satisfied	23	6.8	6.8	100.0
Total	336	100.0	100.0	

As indicated in the above table, 146 (43.5%) of the respondents were dissatisfied and 80 (23.8%) very dissatisfied to receive information about government regulations that affect the company. On the other hand, 74 (22%) and 23 (6.8%) respondents were satisfied and very satisfied respectively. Only 13 (3.9%) of them were indifferent in identifying their satisfaction level. The satisfactions level of respondents in receiving information about government regulation that affect the company was below the midpoint registering 2.446 mean score (see table 14).

This data show the employees were not kept informed about the government regulations that can affect the company. The government regulations that affect the company can also affect the employees either positively or negatively.

Table 5: Extent to which respondents receive Information about changes in the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	53	15.8	15.8	15.8
Dissatisfied	172	51.2	51.2	67.0
Indifferent	16	4.8	4.8	71.7
Satisfied	78	23.2	23.2	94.9
Very Satisfied	17	5.1	5.1	100.0
Total	336	100.0	100.0	

As it is shown in the above table, 172 (51.2%) respondents were dissatisfied and 78 respondents or 23.2% of them were satisfied whereas, 53 (15.8%) were very dissatisfied and 17 (5.1%) respondents were very satisfied to receive information about changes in the company. The other 16 (4.8%) were not identified their satisfaction level. The satisfactions level of respondents in receiving information about changes in the company was below the midpoint registering 2.506 mean score (see table. 14).

It is important to inform employees about the possible changes in the company, about development of the company, about its future plans, which are associated with both the overall strategy and employees - their career opportunities. However, the above data shows that, most of the respondents were not getting information on changes in the company.

Table 6: Extent to which respondents receive information about achievements and/or failures of the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	113	33.6	33.6	33.6
Dissatisfied	149	44.3	44.3	78.0
Indifferent	14	4.2	4.2	82.1
Satisfied	51	15.2	15.2	97.3
Very Satisfied	9	2.7	2.7	100.0
Total	336	100.0	100.0	

As shown in the above table, 149 (44.3%) of respondents were dissatisfied and 113 (33.6%) of them were very dissatisfied with receiving information about achievements and/or failures of the company. However, 51 (15.2%) were satisfied and 9 (2.7%) were very satisfied. On the other hand, 14 respondents were not identified their satisfaction level. The satisfactions level of respondents in receiving information about achievements and/or failures of the company register 2.089 mean score (see table. 14) which is below the midpoint. These data shows that, the employees were not kept informed about the successes and failures of the company. If employees are not informed about the failures of the company, the consequence of failures directly hurt them. On the other hand, if employees are not informed about the achievements, they may not be motivated for next activities of the organization. Furthermore, being not informed may result job dissatisfaction as it has been seen this company.

Table 7: Extent to which respondents receive information about their progress in their job

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	93	27.7	27.7	27.7
Dissatisfied	143	42.6	42.6	70.2
Indifferent	9	2.7	2.7	72.9
Satisfied	72	21.4	21.4	94.3
Very Satisfied	19	5.7	5.7	100.0
Total	336	100.0	100.0	

As it is depicted in the above table, 143 (42.6%) of respondents were dissatisfied and 93 (27.7%) of them were very dissatisfied with receiving receive information about their progress in their job. On the other hand, 72 (21.4%) respondents were satisfied and 19 (5.7%) were very satisfied. The rest 9 (2.7%) respondents have not identified their satisfaction level. The satisfactions levels of respondents in receiving information about their progress in their job register 2.348 mean score (see table 14) which is below the midpoint.

This data shows that majority of the respondents were not received the information on their progress in their job. When the employees are not given a timely feedback on their progress with their job, their commitment to the organization will declines. Declines of employees' commitment will result organizational failure.

Table 8: Extent to which respondents receive accurate information from the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	35	10.4	10.4	10.4
Dissatisfied	179	53.3	53.3	63.7
Indifferent	40	11.9	11.9	75.6
Satisfied	62	18.5	18.5	94.0
Very Satisfied	20	6.0	6.0	100.0
Total	336	100.0	100.0	

As it is shown in the above table, 179 (53.3%) respondents which is the largest number were dissatisfied and 62 (18.5%) of them were satisfied with receiving accurate information from the company. On the other hand, 35 (10.4%) respondents were very satisfied and 20 (6%) were very dissatisfied. The remaining 40 (11.9%) respondents were not identified their satisfaction level. The satisfactions levels of respondents in receiving accurate information register 2.562 mean score (see table 14) which is below the midpoint.

From this it can be concluded that employees were not satisfied with accuracy of information they receive in the company. When employees do not trust the information they receive from management, employees' productivity and commitment to the organization declines.

Table: 9. Extent to which respondents receive complete information from the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	89	26.5	26.5	26.5
Dissatisfied	144	42.9	42.9	69.3
Indifferent	25	7.4	7.4	76.8
Satisfied	64	19.0	19.0	95.8
Very Satisfied	14	4.2	4.2	100.0
Total	336	100.0	100.0	

As can be seen from the above table, 144 (42.9%) of respondents were dissatisfied and 89 (26.5%) of them were very dissatisfied with receiving complete information from the company. However, 64 (19%) respondents were satisfied and whereas, 20 (6%) were very satisfied.

The remaining 25 (7.4%) respondents were indifferent in identifying their satisfaction level. The satisfactions level of respondents with receiving complete information was below the midpoint; registering 2.315 mean score (see table. 14). This data shows that most of the respondents were not satisfied with receiving complete information. Dissatisfaction of employees with receiving complete information could be the result of information delivery through different hierarchical positions of the company which can distort originally conveyed information.

Table: 10. Extent to which respondents receive information how they are being judged.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	65	19.3	19.3	19.3
Dissatisfied	169	50.3	50.3	69.6
Indifferent	14	4.2	4.2	73.8
Satisfied	73	21.7	21.7	95.5
Very Satisfied	15	4.5	4.5	100.0
Total	336	100.0	100.0	

As indicated in the above table, 169 (50.3%) of respondents were dissatisfied and 73 (21.7%) of them were satisfied with receiving information how they are being judged. On the other hand, 65 (19.3%) respondents were very dissatisfied and 15 (4.5%) were very satisfied.

The remaining 14 (4.2%) respondents were indifferent in identifying their satisfaction level. This also the registered 2.416 mean score that is below the midpoint (see table. 14). This data shows that most of the respondents were not getting information on how they are being judged.

Table 11: Extent to which respondents receive timely information.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	55	16.4	16.4	16.4
Dissatisfied	157	46.7	46.7	63.1
Indifferent	28	8.3	8.3	71.4
Satisfied	79	23.5	23.5	94.9
Very Satisfied	17	5.1	5.1	100.0
Total	336	100.0	100.0	

As depicted in the above table, 157 (46.7%) of the respondents were dissatisfied and 79 (23.5%) satisfied with receiving timely information. On the other hand, 55 (16.4%) and 17 (5.1%) respondents were very dissatisfied and very satisfied respectively. The rest 28 (8.3%) respondents were indifferent in identifying their satisfaction level. Satisfaction levels of respondents in receiving timely information register 2.541 mean score (see table. 14) which is below the midpoint. These data shows that most of the respondents were not receiving timely information in the company. If the company do not serve its employees timely information and do not proactively receive feedback from them, employees commitment, motivation, sense of belongingness to the company may declines. And this could leads to organizational failure.

Table 12: Extent to which respondents get Reports on how problems in your job are being handled

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	69	20.5	20.5	20.5
Dissatisfied	143	42.6	42.6	63.1
Indifferent	26	7.7	7.7	70.8
Satisfied	87	25.9	25.9	96.7
Very Satisfied	11	3.3	3.3	100.0
Total	336	100.0	100.0	

As shown in the above table, 143 (42.6%) of respondents were dissatisfied and 87 (25.9%) respondents were satisfied with getting reports on how problems in their job are being handled. However, 69 (20.5%) respondents were very dissatisfied and 11 (3.3%) were very satisfied. On the other hand, 26 (7.7%) respondents have not identified their satisfaction level. The satisfactions level of respondents in getting reports on how problems in their job are being handled was below the midpoint registering 2.488 mean score (see table. 14). It is understandable from these data that most of the respondents were not getting reports on how problems in their job are being handled.

Table 13: Extent to which respondents are satisfied with communication flow across the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	49	14.6	14.6	14.6
Dissatisfied	180	53.6	53.6	68.2
Indifferent	28	8.3	8.3	76.5
Satisfied	67	19.9	19.9	96.4
Very Satisfied	12	3.6	3.6	100.0
Total	336	100.0	100.0	

According to the data in the above table, 180 (53.6%) were dissatisfied and 67 of them or 19.9% were satisfied with adequate flow of communication across the company. The other 49 or 14.6% and 12 or 3.6% respondents were very dissatisfied and very satisfied respectively.

The respondents who did not identified their satisfaction accounts 28 or 8.3%. As depicted in the table 14 below, the satisfactions level of respondents regarding adequate flow of communication across the company register 2.443 mean score. It is understandable from these data that, most of the respondents were dissatisfied or not getting reports on how problems in their job are being handled.

Table 14: The mean, median and standard deviation of items regarding information satisfaction.

statistics														
		Extent to which you receive Information about company policies and goals	Extent to which you are well informed about the company's expectations of you	Extent to which you are kept informed about reasons behind company decisions	Extent to which you receive Information about government regulations affecting the company	Extent to which you receive Information about changes in the company	Extent to which you receive Information about achievements and/or failures of the company	Extent to which you receive Information about your progress in your job	Extent to which you receive accurate information from the company	Extent to which you receive complete information from the company	Extent to which you receive Information about how you are being judged	Extent to which you receive timely information.	Extent to which you get Reports on how problems in your job are being handled	The extent of communication flow across the company is adequate
N	Valid	336	336	336	336	336	336	336	336	336	336	336	336	336
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0
	Mean	2.4643	2.5179	2.2649	2.4464	2.5060	2.0893	2.3482	2.5625	2.3155	2.4167	2.5417	2.4881	2.4435
	Median	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000
	Std. Deviation	1.01859	1.01319	1.10281	1.25667	1.15641	1.10538	1.24620	1.08818	1.17506	1.15599	1.16339	1.17429	1.07471

4.4.2. Satisfaction toward communication with Managers

Under this section questions intended to assess employees' satisfaction toward communication with Manager's were analyzed.

Table: 15. Extent to which managers listen and pay attention to respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	36	10.7	10.7	10.7
Dissatisfied	151	44.9	44.9	55.7
Indifferent	15	4.5	4.5	60.1
Satisfied	107	31.8	31.8	92.0
Very Satisfied	27	8.0	8.0	100.0
Total	336	100.0	100.0	

As shown in the above table, 151 (44.9%) of respondents were dissatisfied and 107 (31.8.9%) respondents were satisfied. However, 36 (10.7%) respondents were very dissatisfied and 27 (8%) were very satisfied. On the other hand, 15 (4.5%) respondents have not identified their satisfaction level. As depicted in the table 24 below, the satisfactions levels of respondents on the extent to which managers listen and pay attention to them registered 2.815 mean score which is below the midpoint. Katcher & Snyder (2007, p.8) states that like masters of slaves, management often doesn't listen to employee suggestions or value their opinions. Indeed, they often don't even communicate directly with their employees.

Fostering a spirit of openness and improving habit of listening and paying attention to mass employees may take a consistent effort of managers, but the benefits to the organization will be substantial. However, the above data shows most of the respondents were not satisfied with how their managers listen and pay attention to them.

Table 16: Extent to which manager's communication motivates the respondents to meet company's goals.

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	45	13.4	13.4	13.4
Dissatisfied	130	38.7	38.7	52.1
Indifferent	53	15.8	15.8	67.9
Satisfied	87	25.9	25.9	93.8
Very Satisfied	21	6.3	6.3	100.0
Total	336	100.0	100.0	

The above table shows that, 130 (38.7 %) respondents were dissatisfied and 87 (25.9%) were satisfied whereas, 45 (13.4%) were very dissatisfied and 21 (6.3%) respondents were very satisfied with managers communication in motivating them to meet company’s goals. The other 53 (15.8%) respondents have not identified their satisfaction level. As shown on table 24 below, the satisfactions levels of respondents with manager’s communication in motivating them to meet company’s goals was 2.729 mean score which is below the midpoint.

Employees may not be happy when their managers do not communicate them properly. Their motivation and commitment to the goals of the organization are sure to deteriorate if managers do not care about the communication that can motivate them. In contrast, the above shows that more than half of the respondents were not satisfied with how their manager’s communication motivates them to meet organizational goals.

Table 17: Extent to which managers understand the problems faced respondent’s staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	45	13.4	13.4	13.4
Dissatisfied	165	49.1	49.1	62.5
Indifferent	28	8.3	8.3	70.8
Satisfied	86	25.6	25.6	96.4
Very Satisfied	12	3.6	3.6	100.0
Total	336	100.0	100.0	

As depicted in the above table, 165 (49.1%) respondents were dissatisfied and 86 (25.6%) respondents were satisfied with extent to which their managers understand the problems faced their staff. On the other hand, 45 (13.4%) respondents were very dissatisfied and 12 (3.6%) were very satisfied. The remaining 28 (8.3%) respondents were not identified their satisfaction level. As depicted in the table 24 below, the satisfactions levels of respondents with the extent to which their managers understand the problem faced their staff was 2.568 mean score which is below the midpoint. These shows, most of the respondents were not satisfied with the effort of managers to understand a problem faced their staff.

Table18: Extent to which managers offers guidance for solving job related problems

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Very dissatisfied	46	13.7	13.7	13.7
Dissatisfied	176	52.4	52.4	66.1
Indifferent	50	14.9	14.9	81.0
Satisfied	46	13.7	13.7	94.6
Very Satisfied	18	5.4	5.4	100.0
Total	336	100.0	100.0	

The above table shows 176 (52.4%) of respondents were dissatisfied and 46 (13.7%) of them were very dissatisfied with the guidance their managers offering them for job related problems. On the other hand, 46 (13.7%) respondents were very satisfied and 18 (5.4%) of them were very dissatisfied. The rest, 50 (14.9%) respondents have not identified their satisfaction level.

As shown on the table 24 below, the satisfactions levels of respondents with the guidance their managers offering them for job related problems was 2.446 mean score which is below the midpoint. This shows that managers of the company were not offering guidance in a way that can solve job related problems of the employees.

Table: 19. Extent to which managers attitudes is positive toward communication with employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Very dissatisfied	36	10.7	10.7	10.7
Dissatisfied	157	46.7	46.7	57.4
Indifferent	65	19.3	19.3	76.8
Satisfied	63	18.8	18.8	95.5
Very Satisfied	15	4.5	4.5	100.0
Total	336	100.0	100.0	

As indicated in the above table, 157 (46.7%) respondents were dissatisfied and 63 respondents or 18.8% of them were satisfied with their managers' positive of attitude toward communication with employees. The other 36 respondents or 10.7% and 15 or 4.5% of respondents were very

dissatisfied and very satisfied respectively. The respondents who did not identified their satisfaction level accounts 65 or 19.3%.

The satisfactions levels of respondents toward p managers’ positive attitude toward communication with employees register 2.446mean score (see table 24) which is below the midpoint. This shows company manager’s attitude toward positive communication is weak.

Table 20: Extent to which managers open to different ideas

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	32	9.5	9.5	9.5
Dissatisfied	147	43.8	43.8	53.3
Indifferent	81	24.1	24.1	77.4
Satisfied	62	18.5	18.5	95.8
Very Satisfied	14	4.2	4.2	100.0
Total	336	100.0	100.0	

As shown in the above table, 147 (43.8%) of respondents were dissatisfied and 62 (18.5%) respondents were satisfied. The others 32 (9.5%) respondents were very dissatisfied and 14 (4.2%) were very satisfied. On the other hand, 81 (24.1%) respondents have not identified their satisfaction level with the extent to which their managers are open to different ideas. As shown on the table 24 below, satisfactions levels of respondents toward the extent to which their managers are open to different ideas register 2.633mean score which is below the midpoint.

Open communication of ideas and suggestions from employees to management is critical to the healthy functioning of any organization. However, the data shows that, most of the respondents were not satisfied with openness of their manager to different ideas.

Table 21: Extent to which respondents are satisfied with manager’s approach in communicating them

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	78	23.2	23.2	23.2
Dissatisfied	128	38.1	38.1	61.3
Indifferent	48	14.3	14.3	75.6
Satisfied	69	20.5	20.5	96.1
Very Satisfied	13	3.9	3.9	100.0
Total	336	100.0	100.0	

As shown in the above table, the largest number which is accounts 128 (38.1%) respondents were dissatisfied and 78 (23.2%) of them were very dissatisfied with their manager’s approach in communicating them. However, 69 (20.5%) respondents were satisfied and whereas, 13 (3.9%) were very satisfied. The remaining 48 (14.3%) respondents were indifferent in identifying their satisfaction level. The satisfactions levels of respondents toward manager’s approach in communicating them register 2.437 mean score (see table 24) which is below the midpoint.

As perspective of the behavioral management theory stated in literature review, a manager must personally interact with employees, to motivate them, and inspire them to perform to the best of their ability for achieving organizational and individual goals. However, these data shows the respondents were dissatisfied with manager’s approach in communicating them.

Table 22: Extent to which respondents are satisfied with manager’s communication skills

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	36	10.7	10.7	10.7
Dissatisfied	149	44.3	44.3	55.1
Indifferent	86	25.6	25.6	80.7
Satisfied	57	17.0	17.0	97.6
Very Satisfied	8	2.4	2.4	100.0
Total	336	100.0	100.0	

The above table shows 149 (44.3%) of respondents were dissatisfied and 86 (25.6%) of them were satisfied with their manager’s communication skills. On the other hand, 57 (17%)

respondents were satisfied and 8 (2.4%) respondents were very satisfied. The remaining 86 (25.6%) respondents were not identified their satisfaction level. As shown on table 24 below, The satisfactions levels of respondents toward manager’s communication skills register 2.559mean score which is below the midpoint.

The ability to communicate effectively in general and the ability to pass the appropriate information to others in particular is a critically important management skill. In Contrary, as the data shows most of the respondents were not satisfied with communication skill of their managers.

Table 23: Extent to which company managers communicate employees regularly

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	139	41.4	41.4	41.4
Dissatisfied	107	31.8	31.8	73.2
Indifferent	11	3.3	3.3	76.5
Satisfied	61	18.2	18.2	94.6
Very Satisfied	18	5.4	5.4	100.0
Total	336	100.0	100.0	

The above table shows that, 139 (41.4%) of respondents were very dissatisfied and 107 (31.8%) respondents were dissatisfied. On the other hand, 61 (18.2%) respondents were satisfied and 18 (5.4%) respondents were very satisfied. The remaining 11 (3.3) respondents were not identified their satisfaction level. The satisfactions levels of respondents toward the extent to which their managers communicate them regularly register 2.149mean score (see table 24) which is below the midpoint.

Katcher & Snyder (2007, p. 63) stated senior managers believe that if there is nothing important to report to employees, they need not communicate anything. Employees, however, are thirsty for information. When they don’t receive it, they believe it is being intentionally withheld from them. The same is true in case company that, as the data shows most of the respondents were not satisfied with the extent to which their managers communicate them regularly.

Table 24: The mean, median and standard deviation of items regarding Satisfaction toward communication with managers.

Statistics										
		Extent to which your managers listen and pay attention to you	Extent to which managers communication motivates you to meet company's goals.	Extent to which your managers understand the problems faced your staff	Extent to which your manager offers guidance for solving job related problems	Extent to which the managers attitudes is positive toward communication with employees	Extent to which your manager is open to different ideas	Extent to which your manager approach in communicating you	Extent to which company's managers have good communication skill	Extent to which company managers communicate you regularly
N	Valid	336	336	336	336	336	336	336	336	336
	Missing	0	0	0	0	0	0	0	0	0
	Mean	2.8155	2.7292	2.5685	2.4464	2.5952	2.6339	2.4375	2.5595	2.1429
	Median	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000
	Std. Deviation	1.21993	1.16716	1.11493	1.05807	1.04945	1.02502	1.16502	.97247	1.28033

4.4.3 Satisfaction toward internal communication channels

Under this section questions intended to assess employees' satisfaction toward internal communication channels were analyzed.

Table 25: Extent to which issues are handled with appropriate communication channels

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	47	14.0	14.0	14.0
Dissatisfied	150	44.6	44.6	58.6
Indifferent	65	19.3	19.3	78.0
Satisfied	61	18.2	18.2	96.1
Very Satisfied	13	3.9	3.9	100.0
Total	336	100.0	100.0	

As shown in the above table, 150 (46.6%) respondents were dissatisfied and 61 (18.2%) respondents were very dissatisfied with the extent to which issues are handled with appropriate communication channels. On the other hand, 47 (14%) respondents and 13 (3.9%) respondents were very dissatisfied and very dissatisfied respectively. The other 65 (19.3%) respondents have not identified their satisfaction level whether issues of the company are handled with appropriate

communication channels or not. As depicted on the table 30 below, the satisfactions levels of respondents toward appropriateness of communication channels to handle issues in the company register 2.532 mean score which is below the midpoint. Sharma & Priti (2015), stated that with availability of multiple communication channels, organizations are faced with the question of which channel to use for effective results. By matching the need of the audience, the aim and objective of the message and the urgency of the feedback selection of appropriate media and medium is assisted (p. 37).

As it has been discussed under qualitative data analysis above, the communication channels of the company used to communicate the employees were very limited and accessibility was weak with mass employees. To this end, the above data shows most of the respondents were not satisfied with appropriateness of communication channels to handle issues in the company.

Table 26: Extent to which meetings in the company are well organized

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	45	13.4	13.4	13.4
Dissatisfied	141	42.0	42.0	55.4
Indifferent	52	15.5	15.5	70.8
Satisfied	83	24.7	24.7	95.5
Very Satisfied	15	4.5	4.5	100.0
Total	336	100.0	100.0	

As shown in the above table, the largest number which is accounts 141 (42%) respondents were dissatisfied and 83 (24.7%) of them were very dissatisfied with how meetings of the company were well organized. However, 69 (20.5%) respondents were satisfied and whereas, 13 (3.9%) were very satisfied. The remaining 48 (14.3%) respondents were indifferent in identifying their satisfaction level. As shown on table 30 below, the satisfactions levels of respondents toward well organization of meeting in the company register 2.648 mean score which is below the midpoint. These data show most of the respondent were not satisfied with organization of meetings in the company.

Table 27: Extent to which written directives and reports are clear and concise

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	43	12.8	12.8	12.8
Dissatisfied	122	36.3	36.3	49.1
Indifferent	104	31.0	31.0	80.1
Satisfied	38	11.3	11.3	91.4
Very Satisfied	29	8.6	8.6	100.0
Total	336	100.0	100.0	

As shown in the above table, 122 (36.3%) of respondents were dissatisfied and 43 (12.8%) respondents were very dissatisfied with clarity and conciseness of written directives and reports of the company. However, 38 (11.3%) respondents were satisfied and 29 (8.6%) were very satisfied. The satisfaction levels of respondents toward clearness and conciseness of written directives and reports of the company register 2.666 mean score which is below the midpoint.

The table also shows 104 (31.8%) respondents have not identified their satisfaction level. As researcher perspective, this is due to absence of company publication and other written reports the company for mass employees.

On the other hand, Communication breakdowns occur when information exchanged is not clear, concise, complete, and accurate. The effects of breakdowns in communication cause the communication satisfaction levels among employees to drop. As the data shows, the same is true in the subject company that most of the respondents were not satisfied with clarity and conciseness of written directives and reports of the company.

Table 28: Extent to which publications of the company are rich enough in informing you the vision, mission and goals of the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	56	16.7	16.7	16.7
Dissatisfied	100	29.8	29.8	46.4
Indifferent	128	38.1	38.1	84.5
Satisfied	44	13.1	13.1	97.6
Very Satisfied	8	2.4	2.4	100.0
Total	336	100.0	100.0	

The above table shows, 100 (29.8%) of respondents were dissatisfied and 56 (16.7%) respondents were very dissatisfied. However, 44 (13.1%) respondents were satisfied and 8 (2.4%) respondents were very satisfied. The remaining huge number which accounts 128 (38.1%) respondents have not identified their satisfaction level whether the company publications are rich enough in informing them the vision, mission and goals of the company or not. The satisfactions levels of respondents toward richness of publications of company in informing them the vision, mission and goals of the company register 2.547 mean score which is below the midpoint.

As it has been discussed under qualitative data analysis above, the company has not been regularly preparing company publications which sufficiently inform the employees its vision, mission and goals. To this end, the data on table shows publications of the company are not rich enough in informing them the vision, mission and goals of the company.

As researcher view, the irregular and event dependent publications of the company of is why most of the respondents were indifferent in identifying whether the company publications are rich enough in informing them the vision, mission and goals of the company or not.

Table 29: Extent to which publications of the company are regular

	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied	155	46.1	46.1	46.1
Dissatisfied	133	39.6	39.6	85.7
Valid Indifferent	44	13.1	13.1	98.8
Satisfied	4	1.2	1.2	100.0
Total	336	100.0	100.0	

As depicted in the above table, 155 (46.1%) respondents were very dissatisfied and 133 (39.6%) of them were dissatisfied with regularity of company publications. On the other hand, only 4 (1.2%) respondents are satisfied whereas, no respondent who was very satisfied. The remaining 44 (13.1%) respondents were indifferent in identifying their satisfaction level. The satisfactions levels of respondents toward regularity of company publications register 1.693 mean score which is below the midpoint. This data shows, company publications were not regular

Table 30: The mean, median and standard deviation of items regarding Satisfaction with internal communication channels.

		Statistic				
		Extent to which issues are handled with appropriate communication channels	Extent to which meetings in the company are well organized	Extent to which written directives and reports are clear and concise	Extent to which publications of the company are rich enough in informing you the vision, mission and goals of the company	Extent to which publications of the company are regular
N	Valid	336	336	336	336	336
	Missing	0	0	0	0	0
Mean		2.5327	2.6488	2.6667	2.5476	1.6935
Median		2.0000	2.0000	3.0000	3.0000	2.0000
Std. Deviation		1.06174	1.12311	1.10719	.99437	.73996

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with a brief summary of the study and recommendations. Based on the findings, the researcher makes some suggestions/recommendations can suggest way forward for Sher Ethiopia Private Limited Company for the future to improve its internal corporate communication strategies.

5.1 Conclusions

- Even though written strategic internal communication plan is a base for every communication activities to carry out its internal communication, the study found that the company in general, and managers in particular have no written internal communication plan on how to communicate the employees.
- Despite the widespread use of electronic communication and company publication today, the study found old habits of hierarchical information distribution and limited internal communication channels remain in use in the company.
- From the perspective of excellence theory's two-way symmetrical model, the study also found that the communication interaction between managers and their employees is predominantly one-way that was more focused on work related instruction, orders, commanding and others while balanced communication with mass employees was overlooked.
- Creating awareness for employees about vision, mission and goals of the company is important to free their minds and induce a better sense of possession. However, the study found most of the respondents were not satisfied with awareness creation of the company's about its vision, mission and goals to the entire employees.
- Despite their claim on the performance, many of those interviewed admitted that, in managing employee relations, the company tended to be basically reactive, by receiving employees' problems through complain coordinating office whereas, proactive measures supported by direct communication or interacting with employees were overlooked.
- The study also found that the PR department of the company was running with scarce human resource where one individual was responsible for all PR activities of the

company and as PR manager working as both communication manager and technician roles.

- Though integrated communication crucial for organization to be excellent as of excellence theory of Public relations, PR department of the company has no joint internal communication plan with other department of the company.
- The study found that comparatively the company was running with educated human power whereas, most of its employees were dissatisfied with their job which might affect the organizational success in the future.
- As indicated from the quantitative data, the general satisfaction of employees' toward communication strategies and internal communication channels of the company score a mean of satisfaction level on every question which is below 3 that is midpoint for Likert scale that ranged from one-to-five.
- The scores on items indicated that the company was not effectively communicating its employees. This resulted from poor internal communication strategies experienced in the company. The employees were not satisfied with information dissemination, communication with managers and internal communication channels used to at the company to communicate them.

In general, the internal corporate communication strategies utilized in the company was detected as weak- unplanned communication activities, hierarchical positions which distorts information quality, irregular manager's interaction with employees, absence of modern electronic communication channels and company publications. These were confirmed by employees' dissatisfaction with information dissemination, communication with managers and internal communication channels used to communicate them.

5.2 Recommendations

In line with the above conclusions, the researcher suggested the following strategies that can support the improvement of the internal corporate communication practices of Sher Ethiopia.

- A successful employee relations starts with the organization's having planned and effective internal communication strategy. The Company should develop written strategic internal communication plan which comprises a detail of – measurable goals, clearly identified target publics, clearly specified channels of communication, timelines, budgets, resources, and evaluation – to guide implementation. Furthermore, managers of each department should have their own departmental internal communication plan which helps them to communicate the employees on regular basis.
- Since the employees have different preferences for how they receive information, the company should launch different publications and other techniques depending on employee preferences with regular basis to effectively communicate. Electronic communication and different publication, if thoughtfully used, can flatten the traditional and hierarchical structure of internal communication and give employees at all levels the sense of receiving first-hand information from the management.
- In passing on information, people often intentionally or unintentionally filter or put their own spin on the message. In order to reduce information distortion that may happen due different channels and hierarchical positions, the company's top managements should develop techniques and use communication channels that enable them to communicate first-line employees directly.
- Employees will be much more committed to improving their job performance if they have awareness of policies and goals of the company. The company should continuously communicate both the employee and managers at different level and the employees it's about policies and goals
- The managers should get in the habit of regularly communication and provide feedback to their employees on a regular basis. This makes the performance review much easier for both the managers and the employee.
- The PR department should develop joint strategic internal communication plan with managers at different level.

- Two-way communication: the company management has to adopt two way communications that enable the managers to communicate their employees physically and regularly to get immediate feedback from employees.

In general, in order to promote employee motivation as far as possible, the manager must pay attention to company's important instrument - internal communication, so that the company's employees will feel that they are important in the full function of the company and can develop positive attitude and feeling emotions to be able to execute their set tasks with greater motivation and satisfaction.

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Appendices

Appendix 1

JIMMA UNIVERSITY

College of Social Sciences and Humanities

Employees' Internal Communication Strategies Satisfaction Questionnaire

Dear, Sher Ethiopia PLC employees,

I am a Masters student in Public relations and corporate Communication at Jimma University. I am conducting MA thesis on assessing internal corporate communication strategies and Employees' Satisfaction toward it. The purpose of this research is to assess internal corporate communication strategies currently utilization in your company and your satisfaction toward them. Therefore, I kindly request you to complete the following questions with the necessary information according to their instructions. The results of this survey will be anonymous and you will not be identified namely in any publication or report of the research findings. The questionnaire has four sections: *demographic information, satisfaction of information, satisfaction on communication with managers and internal communication channels satisfaction.*

Note: No need of writing your name

If you encounter any problems or need additional information of the study please contact me:

Phone no: +251916006874

E-mail: langanoshalla@gmail.com

I. Demographic Information

1. What is your age?

A. Under 20 B. 21-29 C. 30-39 D. 40-49 E. 50-59 F. 60+

2. What is your sex? A. Male B. Female

3. Your educational status.

A. No formal education B. elementary school C. High School D. Completed college diploma

E. First Degree F. Masters degree G. above

4. How long have you worked for the company?

A. Less than 1 year B. 1 – 4 years,
C. 5 –8 years, D. 9+ years

5. How long have you been in your current position?

- A. Less than 1 year B. 1 – 4 years,
C. 5 –8 years D. 9+ years

6. How satisfied are you with your job?

1. Very dissatisfied 2. Dissatisfied 3. Indifferent 4. Satisfied 5. Very Satisfied

Please indicate how satisfied you are with the following by circling the appropriate number at the right.

1	2	3	4	5
Very dissatisfied	Dissatisfied	Indifferent	Satisfied	Very satisfied

II. Your Satisfaction regarding information						
7	Extent to which you receive Information about company policies and goals	1	2	3	4	5
8	Extent to which you are well informed about the company’s expectations of you	1	2	3	4	5
9	Extent to which you are kept informed about reasons behind company decisions	1	2	3	4	5
10	Extent to which you receive Information about government regulations affecting the company	1	2	3	4	5
11	Extent to which you receive Information about changes in the company	1	2	3	4	5
12	Extent to which you receive Information about achievements and/or failures of the company	1	2	3	4	5
13	Extent to which you receive Information about your progress in your job	1	2	3	4	5
14	Extent to which you receive accurate information from the company	1	2	3	4	5
15	Extent to which you receive complete information from the company	1	2	3	4	5
16	Extent to which you receive Information about how you are being judged	1	2	3	4	5
17	Extent to which you receive timely information.	1	2	3	4	5
18	Extent to which you get Reports on how problems in your job are being handled	1	2	3	4	5
19	The extent to which information communication flow across the company	1	2	3	4	5

is adequate					
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III. Your Satisfaction regarding communication with managers

20	Extent to which your managers listen and pay attention to you.	1	2	3	4	5
21	Extent to which managers communication motivates you to meet company's goals.	1	2	3	4	5
22	Extent to which your managers understand the problems faced your staff.	1	2	3	4	5
23	Extent to which your manager offers guidance for solving job related problems	1	2	3	4	5
34	Extent to which the managers attitudes is positive toward communication with employees	1	2	3	4	5
25	Extent to which your manager is open to ideas	1	2	3	4	5
26	Extent to which your manager approach in communicating you	1	2	3	4	5
27	Extent to which company's managers have good communication skill	1	2	3	4	5
28	Extent to which company managers communicate you regularly	1	2	3	4	5

IV. Your Satisfaction regarding internal communication channels for information dissemination

29	Extent to which issues are handled with appropriate communication channels	1	2	3	4	5
30	Extent to which meetings in the company are well organized	1	2	3	4	5
31	Extent to which written directives and reports are clear and concise	1	2	3	4	5
32	Extent to which publications of the company are rich enough in informing you	1	2	3	4	5
33	Extent to which employee publications of the company are regular	1	2	3	4	5

Appendix 2

Yunivarsiitii Jimmaa

Kolleejjii Saayinsaa Hawaasaa fi Namummaa

Bargaaffii sakatta'a itti quufiinsa hojjattootaa tarsiimoo qunnamtii keessoo dhaabbataa

Kabajamtoota hojjattoota Dhaabbata Sheer Itoophiyaa,

Ani Yunivarsiitii Jimmaatti Barataa digrii Maastersii gosa barnootaa hariiroo hawaasaa fi koorporeet komunikeeshiinii yoo ta'u, ulaagaa guutiinsa digirichaatiif tarsiimoowwan qunnamtii keessoo (internal corporate communication strategies) fi itti quufiinsa hojjattooni tarsiimoowwan irratti qaban ilaalchisee qorannoo gaggeessaan jira. Kaayyoon qorannichaas tarsiimoowwan qunnamtii keessoo (internal corporate communication strategies) dhaabbanni keessan fayyadama jiru irratti itti quufiinsa isin qabdan madaaluudha. Kanaafuu, gaaffileewwan armaan gadii haala gaafatameen akka deebistan kabajaa guddaadhaan isin gaafadha. Argannoos ta'ee gabaasaa qorannoo kanaa keessatti eenyummaan keessan kan hin ibsamne ta'uu gamanumaan isiniif mirkaneessa. Bargaaffiin kun kutaalee Afur kan qabu yoo ta'u isaanis: *seenduubee odeef-kennitootaa, itti quufiinsa odeeffannoo, itti quufiinsa qunnamtii hoggantoota wajjiinii fi itti quufiinsa meeshaalee qunnamtii keessooti.*

Hub: *Maqaa keessan barreessuun hin barbaachisu*

Odeeffannoo dabalataa yoo barbaaddan teessoo kanaan qorataa qunnamuu dandeessu:

Lakk. Bilbilaa: +251916006874

E-mail: langanoshalla@gmail.com

I. Seen-duubee

1. Umrii

A. 20 gadi B. 21-29 C. 30-39 D. 40-49 E. 50-59, F. 60+

2. saala?

A. Dhiira B. Dubara

3. . Sadarkaa barnootaa

A. Barumsa idilee hin qabu B. sadarkaa tokkoffaa C. sadarkaa lammaffaa D. dipploomaa

E. Digrii 1^{ffaa} F. Digrii maastersii G. isaan kanaa oli

4. Waggaa meeqaaf Dhaabbata Sheer itoophiyaa keessa hojjatte?

A. Waggaa tokkoo gadi B. Waggaa 1 – 4

C. Waggaa 5 –8 D. Waggaa 9 oli

5. Gita hojii amma irra jirtu kana hamma irra turte hojjatte?

- A. Waggaa tokkoo gadi B. Waggaa 1 – 4
C. Waggaa 5 –8 D. Waggaa 9 oli

6. Dhaabbata kana keessa hojjachuu hammam itti quuftee jirta?

1. Baay’ee itti quufeera 2. Itti quufeera 3. Adda hin baafanne 4. Itti hin quufne 5. Baay’ee jibbisiisaadha

Itti quufiinsa tarsiimoo qunnamtii keessoo dhaabbata keetii ilaalchisee sadarkaa itti quufiinsa kee filannoowwan 1-5 tti dhiyaatan keessaa mallattoo “√” n agarsiisi.

1		2		3		4		5		
<i>Baay’ee jibbisiisaadha</i>		<i>Itti hin quufne</i>		<i>Adda hin baafanne</i>		<i>Itti quufeera</i>		<i>Baay’ee itti quufeera</i>		
II. Itti quufiinsa odeeffannoo irratti qabdu ilaalchisee										
7	Odeeffannoo waa’ee imaammataa fi ergama dhaabbatichaa argachuurraatti					1	2	3	4	5
8	Odeeffannoo waa’ee dhimmoota dhaabbatichi sirraa barbaadu argachuu					1	2	3	4	5
9	Odeeffannoo waa’ee sababoota murteewwan dhaabbatichaa duubaan jiran argachuu					1	2	3	4	5
10	Odeeffannoo waa’ee Seerota mootummaan bahan kan dhaabbaticharratti Dhiibbaa geessuu danda’anii argachuu					1	2	3	4	5
11	Odeeffannoo waa’ee Jijjiiramaawwan garagaraa dhaabbatichaa keessatti mul’atanii argachuu					1	2	3	4	5
12	Milkaa’inaawwanii fi kufaatiwwan dhaabbatichaarratti odeeffannoo argachuu					1	2	3	4	5
13	Fooyya’iinsa hojii kee keessatti agarsiisturratti dhaabbaticharra odeeffannoo argachuu					1	2	3	4	5
14	Odeeffannoo sirrii/dhugaa dhaabbatichaa argachuu					1	2	3	4	5
15	Dhaabbatichaa keessatti Odeeffannoo guutuu madda sirrii irraa argachuu					1	2	3	4	5
16	Dhaabbatichaa keessatti akkamitti akka ilaalamtu/iddoo akkamii akka siif kennamu akka qabdu odeeffannoo argachuu					1	2	3	4	5
17	Odeeffannoo waaqtawaa argachuu					1	2	3	4	5
18	Hojii keerratti rakkoowwan mudatan akkamitti keessummeeffaman odeeffanno argachuu					1	2	3	4	5
19	Dhaabbatichaa keessatti haala quubsa ta’een tamsa’uu odeeffannoo ilaalchisee					1	2	3	4	5

III. Itti quufiinsa qunnamtii manajera kee wajji qabdu ilaalchisee

20	Hogganaan kee qalbiin si dhaggeeffachuu fi si simachuu ilaalchisee					1	2	3	4	5
21	Qunnamtiin hogganaa wajjiin taasiftu galma dhaabbatichaa milkeessuuf kaka’umsa sitti horuurratti					1	2	3	4	5
22	Hogganoonni kee rakkoo hojjattoota dhaabbatichaa mudate hubachuurratti					1	2	3	4	5

23	Hogganaan kee hojii keessatti rakkoowwan mudatan furuuf qajeelfama kennuurratti	1	2	3	4	5
24	Ilaalcha Hogganaan kee hojjattoota wajji haasa'udhaaf/mari'achuudhaaf fedhii qabaachuurratti	1	2	3	4	5
25	Hogganaan kee yaadota garaa garaa simatee keessummeessuu danda'uurratti	1	2	3	4	5
26	Haala simannaa manaajjerri kee ittiin si keessummeessurratti	1	2	3	4	5
27	Hogganaan kee dandeettii qunnamtii gaarii qabaachuurrarratti	1	2	3	4	5
28	Hogganaan kee yeroo yerootti hojjattoota dubbisuun/mariisisurratti	1	2	3	4	5

IV. Gahumsa toorawwan tamsaasa odeeffannoo ergaawwan dabarsuurratti qaban ilaalchisee itti quufiinsa kee

29	Dhiimmoonni hojjattootaaf ibsamuu qaban toorawwan tamsaasaa odeeffannoo sirriin dhiyaachuu	1	2	3	4	5
30	Walgahiin dhaabbatichaa haala gaariin qindaa'uu	1	2	3	4	5
31	Gabaasaalee fi maxxansaaleen dhaabbatichaa gabaabaa fi ifa ta'uu	1	2	3	4	5
32	Maxxaansaaleen dhaabbatichaa odeeffannoo gabbataa/quubsaa kennuurratti	1	2	3	4	5
33	Maxxaansaaleen dhaabbatichaa hojjattootaaf odeeffannoo kennan yeroo yeroon maxxanfamuu	1	2	3	4	5

Appendix 3

ጅማ ዩኒቨርሲቲ

ማህበራዊ ሳይንስና ሁማኒቲስ ኮሌጅ

እኔ በጅማ ዩኒቨርሲቲ በህዝብ ግንኙነት እና ኮርፖሬት ኮሚኒኬሽን የማስተርስ ዲግሪ በማጥናት ላይ እገኛለሁ። በመሆኑም ለዲግሪው ማሟያነት የድርጅት ውስጣዊ ስርዐተ ተግባራት ስትራቴጅን /Internal Corporate Communication Strategies/ በተሰኘ ርዕስ ጥናት በማድረግ ላይ እገኛለሁ። የጥናቱ አላማም የድርጅቱን ውስጣዊ ስርዐተ ተግባራት ስትራቴጂ እና የሠራተኞች ስርዐተ ተግባራት እርካታ መዳሰስ ነው።

ስለዚህ፣ የጥናቱ ዓላማ ይሳካ ዘንድ የእርስዎ ትክክለኛና ተገቢ መልስ ወሳኝ ድርሻ ስላለው ጥያቄዎቹ በተጠየቁት መሠረት እንዲመለሱ በማክበር እጠይቃለሁ። የጥናቱ መረጃም ሆነ ውጤት ለዚህ ጥናት አላማ ብቻ የሚውልና በማንኛውም ሁኔታ ማንነትዎ የማይገለፅ መሆኑን ከወዲሁ አረጋግጣለሁ። ይህ መጠይቅ አረት ክፍሎች ያሉት ሲሆን፣ እነሱም የመረጃ ሰጪ ዳራ፣ መረጃን አስመልክቶ ያላዎት እርካታ፣ ከኃላፊዎች ጋር በሚደረገው ተግባራት/ኮሚኒኬሽን/ ላይ ያላዎት እርካታ እና የመልእክት ማስተላለፍ መሳሪያዎች/ስልቶች ላይ ያላዎት እርካታ ናቸው።

ማሳሰቢያ: ስምዎትን መጻፍ አስፈላጊ አይደለም

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1. የመረጃ ሰጭ ዳራ

1. ዕድሜ

ሀ. ከ20 በታች ለ. 21-29 ሐ. 30-39 መ. 40-49 ሰ. 50-59 ረ. 60+

2. ፆታ

ሀ. ወንድ ለ. ሴት

3. የትምህርት ደረጃ

ሀ. መደበኛ ትምህርት የሌለው ለ. አንደኛ ደረጃ ሐ. ሁለተኛ ደረጃ መ. የኮሌጅ ዲፕሎማ ሰ. መጀመሪያ ዲግሪ ረ. ማስተርስ ዲግሪ ሠ. ከዚያ በላይ

4. ለምን ያክል ግዜ ለድርጅቱ ሠርተዋል?

ሀ. ከ አንድ ዓመት በታች ለ. ከ1 — 4 ዓመት ሐ. ከ5 —8 ዓመት መ. ከ9 ዓመት በላይ

5. አሁን እየሠሩ ባሉበት ስራ መደብ ላይ ለምን ያህል ግዜ ቆይተዋል?

ሀ. ከ አንድ ዓመት በታች ለ. ከ1 — 4 ዓመት ሐ. ከ5 —8 ዓመት መ. ከ9 ዓመት

6. በሥራዎት ምን ያህል ደስተኛ ኖት?

1. በጣም ያስጠላል 2. ያስጠላል 3. አለየሁም 4. ደስተኛ ነኝ 5. በጣም ደስተኛ ነኝ

በድርጅቱ ውስጣዊ ተግባራት /ኮሙኒኬሽን/ ያለዎትን የእረካታ ልኬት በሠንጠረዥ ቀኝ በኩል ያሉትን ቁጥሮች በመክበብ ያሳዩ።

1	2	3	4	5
ምንም አልረካሁም	አልረካሁም	አለየሁም	ረክቻለሁ	በጣም ረክቻለሁ

II መረጃን አስመልክቶ ያላዎት እርካታ

7	እርስዎ ስለሚሠሩበት ድርጅት ፖሊሲዎችና ግቦች መረጃ ማግኘት	1	2	3	4	5
8	እርስዎ የሚሠሩበት ድርጅት ከእርስዎ ምን እንደሚጠብቅ መረጃ ማግኘት	1	2	3	4	5
9	እርስዎ ስለሚሠሩበት ድርጅት ከሚያስተላልፋቸው ወሳኔዎች በስተጀርባ ያሉትን ምክንያቶች አስመልክቶ መረጃ ማግኘት	1	2	3	4	5
10	እርስዎ የሚሠሩበት ድርጅት ላይ ተፅዕኖ ሊያስከትሉ (ሊያመጡ) የሚችሉ የመንግስት መመሪያዎችን አስመልክቶ መረጃ ማግኘት	1	2	3	4	5
11	እርስዎ እየሰሩበት ባለው ድርጅት ውስጥ ያሉትን ለውጦች አስመልክቶ መረጃ ማግኘት	1	2	3	4	5
12	እርስዎ ስለሚሰሩበት ድርጅት ስኬቶች ወይም ውድቀቶች አስመልክቶ መረጃ ማግኘት	1	2	3	4	5
13	በሚሠሩበት ድርጅት ውስጥ ያለዎትን የአሰራር ማሻሻል አስመልክቶ መረጃ ማግኘት	1	2	3	4	5
14	እርስዎ እየሠሩበት ካለው ድርጅት ውስጥ ከድርጅቱ ትክክለኛ መረጃ ማግኘት	1	2	3	4	5
15	እርስዎ እየሠሩበት ካለው ድርጅት ሙሉ መረጃ ማግኘት	1	2	3	4	5
16	እርስዎ በሚሰሩበት ድርጅት ውስጥ ድርጅቱ ለእርሶ የሚሰጠውን ቦታ (ክብር) አስመልክቶ መረጃ ማግኘት	1	2	3	4	5
17	እርስዎ እየሰሩበት ካለው ድርጅት ወቅታዊ መረጃ ማግኘት	1	2	3	4	5
18	እርስዎ እየሰሩበት ካለው ድርጅት ውስጥ በስራ ምክንያት ስለሚፈጠር ችግር አቀራረፍ ዙሪያ መረጃ ማግኘት	1	2	3	4	5
19	በሚሰሩበት ድርጅት ውስጥ መረጃ በሚገባ ማሰራጨት (ለምሳሌ፡- ከአንድ ስራ ቡድን ወደ ሌላ ስራ ቡድን)	1	2	3	4	5

III. ከኃላፊዎች ጋር በሚደረገው ተግባራት/ኮሙኒኬሽን/ ላይ ያለዎት እርካታ

20	እርስዎ የሚሰሩበት ድርጅት ኃላፊዎች ስራተኞቻቸውን በትኩረት ማዳመጥ	1	2	3	4	5
21	እርስዎ የሚሰሩበትን ድርጅት የሚመሩ ኃላፊዎች ንግግር እርስዎን የድርጅቱን ግብ እንዲያሳኩ ማነሳሳት ወይም ማነቃቃት	1	2	3	4	5
22	እርስዎ የሚሰሩበትን ድርጅት የሚመሩ ኃላፊዎች የድርጅቱ ሠራተኞችን ችግሮች መገንዘብ	1	2	3	4	5
23	እርስዎ የሚሰሩበትን ድርጅት የሚመሩ ኃላፊዎች ከድርጅቱ ሥራ ጋር ተያያዥነት ያላቸው ችግሮች ለመፍታት የመፍትሄ መመርያዎች ማቅረብ	1	2	3	4	5
24	እርስዎ የሚሰሩበትን ድርጅት የሚመሩ ኃላፊዎች ከሠራተኞች ጋር ወይይት በምያደርጉበት ጊዜ አመለካከታቸው አወንታዊ መሆን	1	2	3	4	5
25	እርስዎ የሚሰሩበትን ድርጅት የሚመሩ ኃላፊዎች የተለያዩ አመለካከቶችን ማስተናገድ	1	2	3	4	5
26	እርስዎ የሚሠሩበትን ድርጅት የሚመሩ ኃላፊዎች እርስዎን ሲያነጋግሩ የአቀራረባቸው ሁኔታ	1	2	3	4	5
27	የድርጅቱ ኃላፊዎች የስነተግባራት/ኮሙኒኬሽን/ ክህሎት	1	2	3	4	5
28	የድርጅቱ ኃላፊዎች ሠራተኞችን በየወቅቱ መወያየት	1	2	3	4	5

IV. የመልዕክት ማስተላለፊያ መንገዶች /Channels of communication/ አስመልክቶ ያለዎት እርካታ

29	የድርጅቱ አጀንዳዎች (ጉዳዮች) በትክክለኛ የመልዕክት ማስተላለፊያ መንገዶች መጠቀም	1	2	3	4	5
30	የድርጅቱ ስብሰባዎች ዝግጅት	1	2	3	4	5
31	የድርጅቱ የጽሑፍ ማብራሪያዎች እና ዘገባዎች ግልጽነት	1	2	3	4	5
32	የድርጅቱ ህትመቶች ስለድርጅቱ ራዕይ፣ ተልዕኮና ግቦች ግንዛቤ ማስጨበጥ ብቃት	1	2	3	4	5
33	የድርጅቱ የህትመት ውጤቶች በየጊዜው መታተም	1	2	3	4	5

Appendix 4

Interview Questions for CEO/Managing director of the Company

1. What are the communication strategies your company utilizes to communicate its employees or internal public?
2. What communication channels used in your company to communicate employees.
3. How do you communicate your employees and respective managers of each work team to motivate, aware and create their common vision and goals to the company?
4. Does your company management take timely and appropriate follow-up action on communications received from employees? How?
5. How do you evaluate communication between respective managers of each department and employees they manage?
6. How information is transmitted from the top to ordinary employees?
7. How do you evaluate whether your internal communication strategy is effective or not? [extent to which your employees are satisfied with internal communication strategy]
8. How messages are constructed and distributed to create common vision and goals among your workers and top managements?
9. How do you evaluate your company's internal communication channels (preparation, accessibility, richness and etc? Why?
10. What types of communication models do you use? One way? Two-way? Symmetrical?

Appendix 5

Interview Questions for respective managers of the departments

1. What communication strategies do you use to communicate your employees? Why?
2. How do you check or evaluate your communication strategies whether they are effective or not?
3. How do you construct messages you want to convey to your employees?
4. How you provided information to employee you manage in sufficient detail and on time to enable them to carry out their responsibilities efficiently and effectively?
5. How do you receive feedback from your employees? Do you use one way or two way communication models?
6. How do you evaluate your communication channels in communicating your employees?
7. What are the challenges with your internal communication strategies? How do you try to solve them?

Appendix 6

Interview Questions for PR director of the company

- 1) What are the internal communication strategies your company uses to communicate its employees?
- 2) Is your office jointly works with managers of each work team to communicate internal publics (employees)? How?
- 3) How does your company communicate its employees with different background and status [education, language and etc]?
- 4) What are the publications your company utilize to communicate its employees?
- 5) How publications, written directives and reports of the company reach the employees?
- 6) What are the strengths and weakness of your internal corporate communication strategies? Why?
- 7) How do you receive feedback from the employees regarding the effectiveness of internal company's communication? Do you use one way or two way communication models?
- 8) Are communication channels accessible for all employees?
- 9) How do you communicate events and happenings in your company to employees?