

**EMPLOYEES' ORGANIZATIONAL COMMUNICATION
SATISFACTION JIMMA ZONE GOVERNMENT
COMMUNICATION AFFAIRS OFFICE IN FOCUS**

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SCIENCE AND HUMANITIES**

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SATISFACTION JIMMA ZONE GOVERNMENT
COMMUNICATION AFFAIRS OFFICE IN FOCUS**

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*A Thesis Submitted for Jimma University, College Of Social Sciences and
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ABSTRACT

The aim of this study was assessing employees' organizational communication satisfaction in Jimma zone government communication affairs office. The research was undertaken combining qualitative and quantitative research methodologies. The data was collected by means of two methods of data collection, namely the survey questionnaire and in-depth interview. The study found out that the overall employees' organizational communication satisfaction in Jimma zone government communication affairs is unsatisfactory. The result of the study, from all dimension of organizational communication satisfaction, the employees show the greatest satisfaction towards the Media quality satisfaction in the organization. Managers were not interested in hearing employees' suggestions; the integration among all communication-related issues, including interdepartmental interaction and coordination was poor. And also office communication was also unsatisfactory. The study also found out that communication flows from top to down and existence of limited informal communication in the organization. Finally the researcher recommended that developing informal and multi- directional communication in the organization to increase the relationship among employees in the organization which can increase communication satisfaction accordingly.

DECLARATION

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

Name: Buzuayehu Girma

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Place of Submission: Jimma University, Ethiopia

CERTIFICATE

This is to certify that this thesis work entitled “EMPLOYEES’ ORGANIZATIONAL COMMUNICATION SATISFACTION IN JIMMA ZONE GOVERNMENT COMMUNICATION AFFAIRS OFFICE”, submitted to Jimma University office of Postgraduate in partial fulfillment of the requirements Of Degree of Master of Public Relation and Corporate Communication, was conducted by Buzuayehu Girma under our guidance and supervision.

Therefore, we hereby declare that no part of this research thesis has been submitted to any other university or institutions for the award of any degree or diploma.

Confirmation and Approval

This thesis has been submitted for examination with the approval of my thesis advisors.

External Examiner

_____ Signature _____ Date _____

Internal Examiner

_____ Signature _____ Date _____

Chairperson

_____ Signature _____ Date _____

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LIST OF ACRONYMS

CSQ ----- Communication satisfaction questionnaires

ICA----- International Communication Association

OCS ----- Organizational Communication Satisfaction

SPSS----- Statistical packaging for social sciences

PR – -----Public Relations

ACITs -----Advanced Communication and Information Technologies

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Organizational communication satisfaction is critical for any organization to function well. By the means of communication, knowledge is transferred and shared in organizations. In addition, communication is an enabler for organizational learning and it is important to continuously invest in developing organizational communication, Vaananen (2010:2)

On the other hand, according to Ince (2011:107) organizational communication is a social process that provides contact and information exchange between both departments and units of an organization and an organization's environment for the purpose of operation of organization and accomplishment of the organization's objective. This definition works the best for this paper because it is the definition that best matches the work environment at Jimma zone government communication office. The work environment Jimma zone government communication office consists of different departments exchanging information for the purpose of operation and accomplishments of the organization's objectives.

Miller (2003:1) says the field of organizational communication begun in the middle part of the 20th century and began to gain a foothold in the 1960s and 1970s. Today, it is a well-established fixture on the academic scene and strongly influences organizational practitioners in both the private and public sectors. Organizational researchers often seek to discover the complex etiologies of organizational communication satisfaction because communicating has the potential to affect all facets of an organization from teamwork to good organization. Satisfaction with internal communication is important in all organizations and is influenced by the quality and consistency of communication exchange, Janee A, et.al, (2010:45).

According to Hecht, 1978 cited in Ramirez (2010:13) communication satisfaction has been defined as the support provided when a communication event fulfills positive expectations. 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. In addition, communication satisfaction has also been defined as the level of satisfaction an employee has between the overall communication flow and relationship variables within their organization.

Communication satisfaction has received considerable attention in the past twenty years. Understanding communication satisfaction can provide an ability to better improve overall communication satisfaction, Liang & Back, (2006:78)

1.2 Statement of the Problem

Employee's organizational communication satisfaction provides the organization with valuable information about their communicative strengths and weaknesses. Pincus, (1986) cited in Hopper (2009:8). Positively perceived communication work environment substantially contributes to organizational satisfaction. Employee's communication satisfaction is very important. It plays a central role for organizational effectiveness. Unfortunately, there are poor organizational communication practices in Ethiopia. Studies show that insuring transparency and accountability still on the way, Organizational communication satisfaction on Africa studies are either scattered or unsophisticated, although the continent's organizations have much to offer in data and perspective Amanuel, (2013:2).

Ethiopia, as an African country there is no difference, and the communication practices in its government organizations bear the hallmarks of high power distance, Mekonnen, (2004) cited in Amanuel (2013).

Mengesha and Commons (2006) state that in African nation reform documents would show that the reform doesn't extremely acknowledge the place of communication as a vital part of any meaningful reform. Hopper (2009:9) says communication is more and more changing into vital within the organizational context and recognition is given to the fact that it's a serious impact on organizational success.

Many studies are undertaken by researchers to clarify the impact of worker side on performance and job satisfaction within the education and health sector in African nation and the rest of the world, and few researches are conducted on job satisfaction of journalists in media and communications organizations. Some of these researches were conducted on job satisfaction of journalists within the broadcast media significantly radio. As an example, Sisay (2011) has conducted a comparative study on job satisfaction of journalists operating for state and personal FM radio stations. In his finding of job satisfaction among non-public FM radio journalists were found higher, and job satisfaction of journalists operating for state closely-held FM radio was found lower. The other similar studies on job satisfaction of journalists operating for state and

personal media organizations at federal and regional level were those done by Mesud (2014) and Shubba (2014).

The major findings of Shuba's (2014) study were that job dissatisfaction in Oromia Radio and Television Organization is largely caused by supervisor's behavior and demotion. And Mesud (2014) identified the overall job satisfaction of government and private media journalists working at federal level.

Furthermore, no analysis had been conducted on organizational communication satisfaction in Ethiopian context except the one treatise that deals with the event and validation of a hybrid live of organizational communication satisfaction by Amanuel Gebru (2013) that tried to develop a hybrid quantitative audit of organizational communication satisfaction for collectivist contexts' victimization Amos Graphics for structural equation modeling. For this reason, the researcher tried to research employees' organizational communication satisfaction in Jimma Zone government communication affairs office relating it with different international literature.

For instance most of the studies in Ethiopia focused in Addis Ababa. This is not fully informative because, organizational communication problem exists in Addis Ababa by far different from Jimma Zone. For instance, things are different from Jimma Zone. Effective implementation of framework may not equal in Addis Ababa and Jimma Zone. Even though, in case the same challenges of employees organizational communication exists study should be conducted to prove it. This does not mean that there are no conducted studies in Jimma Zone. Therefore, there is a need to conduct a research to touch every dimension, if development is to be inclusive. To this extent, the purpose of this study is to assess employees' organizational communication satisfaction level of Jimma Zone's Government Communication Affairs office.

1.3 Objective of the Study

1.3.1 General Objective

The main objective of the study is to assess Jimma zone's Government Communication Affairs office employees' organizational communication satisfaction.

1.3.2. Specific objective:

Specifically, the study is meant to:

- Assess employees' organizational communication satisfaction level
- Examine factors that hinder employees' organizational communication satisfaction.
- Investigate strengths and weakness of communication strategy

1.4 Research Questions

The research questions of this paper are the following:-

1. What is the general level of communication satisfaction in the organization?
2. What are the hinder factors of organizational communication as perceived by the employees?
3. What are the strengths and weakness of the organization across the organizational structure?

1.6 Significance of the Study

This study primarily can facilitate the government communication sectors to undertake measures which might improve the institutional capability and potency in communication. The study can contribute to fill the matter there and might provide a new chance by giving recommendations.

It enables Jimma Zone Government Communication Affairs office to diagnose issues and weaknesses in communication satisfaction. The study has significance, to seek out the mandatory information to permit high management to form familiar, and create choices concerning the long run objectives of the organization's communication. The studies are used as a cornerstone for different researches on this issue. Finally, the results of this study provoke students and practitioners to undertake more studies.

1.5 Scope of the study

This study is restricted to examining employees' organizational communication satisfaction in Jimma Zone government communication affair's office. On the opposite hand, as organizational communication satisfaction varies from time to time. The researcher was conduct during such time which incorporates from Feb, 2019 to May 2019.

1.6 Limitation of the study

This study is assessing Employee's communication satisfaction that specializes in Jimma Zone Government Communication affair's office. To obtain information from the respondents was somehow difficult due to the busy nature of their work schedule and the general population of the staff is small due to the fact that the sample size was limited. The research results may not be applicable to all government communication in the country due to its focus on the practice of Jimma zone government communication office.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Organizational Communication Satisfaction

Organizational communication satisfaction according to Van Riel (2008) is the management instrument which organizations use to reach and keep the intended image with its important and target groups. Jackson (2007) looks at it as the total communication activities carried out by an organization to achieve its objectives. This involves both internal and external communication activities which should be carried out consciously and in the most effective way in order to achieve its intended goals.

Day after day interaction among people in an organization is a very essential aspect having task accomplished. Communication would be considered to be the adhesive linking several facets of the organization together, facilitating collaboration among the clientele, agents and the public. Communication largely determines the extent to which an organization can meet its objectives. According to Barker and Angelopulo (2006), communication enables members to work efficiently in an organization as well as the clients.

Organizational communication satisfaction is an indispensable element of corporate image, public relations and customer service. Martineli, (2006), advocates for proper communication to both internal and external publics as well as stakeholders. Without effective communication, there would be no need for public relations and the organization's corporate image is bound to suffer. According to Saunders (1999), people usually understand communication to be the day to day interaction with the intention to share information. Communication in an organization combines both internal (employee) and external communication. Welch & Jackson (2007) look at employee communication as the interaction among the organizations management and its internal stakeholders and publics whereas external communication is the interaction between the organization and the audiences outside the organization.

2.1.1 Effective organizational communication

According to Marietta (2002), effective organizational communication is a basic element in organizational structure and functioning. Effective organizational communication enables an

organization to achieve integration and coordination of its activities in the organization and with the stakeholders. Poor and ineffective communication is likely to cause confusion, good plans to fail and to a large extent cause a crisis. While on the other hand, effective communication helps the managers to get good information that helps them make good decisions with assurance that their decisions will result positive results. Communication function of management considers all the stakeholders and publics in the organization and utilizes a variety of tools and tactics as well as techniques to enhance relationships with these publics.

Effective organizational communication serves various important functions in an organization and therefore it needs to be effective for it to control, inform, motivate and allow room for emotional expression. For communication to be effective, the organization needs to define the situation, set objectives and identify target groups appropriately. Secondly an organization would need to choose appropriate communication techniques or instruments, allocate and use resources as well as coordinate and structure the communication activities.

According to Fox (2001), effective organizational communication signifies a multifaceted structure of information flow, wishes, orders and references that are made out of two partially complimentary structures. The formal network is communication that follows the ranks otherwise known as the chain of command. The communication follows the bureaucratic, formal lines of command and tends to be unconcealed in terms of interactions.

The informal network involves effective organizational communication that follows the unofficial network that grows out of relationships among employees which is also known as grapevine. In an organizational setup is in touch with the formal than the informal network because it known to transmit information faster. However, the management should understand that informal communication is also powerful as it relays information not communicated by the formal network. Therefore, both networks should be treated with utmost care because they define the survival of an organization.

2.1.2 Formal communication flow and impact

According to Marques (2010), communication takes place in three levels: Lateral or horizontal communication which aims at creating links among divisions, job units and related tasks within the organization. Its significance rises with job specialty and variety in organizations“ structure.

This involves communication amongst members from the same task group or amongst managers of related level. In every organization, horizontal communication takes place more often since there are usually more employees than managers and at the same time, staff at equal levels feel more contented speaking to each other than to employees at other higher levels.

Horizontal communication frequently creates and sustains staff fulfillment and employee morale. In horizontal communication, staff habitually talk freely and openly about their feelings relating to the system and deliberate their problems with those who are able to relate together. Additionally, socialization inside the official organization usually takes place over horizontal communication. Employees are able to increase their knowledge, socialization skills and communication skills. Long lasting interpersonal relationships that enable employees become better staff acquiring better chances of survival within the organization are created.

Descending communication offers communication from top levels to junior levels. This type of communication charts the chain of command over the line of authority. This pattern is used by managers to provide job guidelines, assign objectives, point difficulties that require attention, explain policy directions and methods and provide feedback about performance. Elements that generally flow downwards in an organization include job instructions, foundation, thought, information, and response.

2.1.2 Significance of effective organizational communication

Effective organizational communication methods are the basis for each organization that wishes to be successful in the long-run (Purves 2005). Both internal and external communications together are important to an organization and an organization that wishes to succeed should endeavor to have successful managerial communication. Various research outcomes have documented the significance of proper business communication showing the connection between an efficient communication arrangement and better general organizational performance (Goldhaber, 1990). Through effective communication, employees identify themselves with the organization and are likely to work effectively achieving both individual and organizational goals.

Other scholars have argued that effective communication is critical to any organization as it plays a part in client dealings, product development, staff management and virtually each aspect

of an organizations“ processes. Through successful communication, the company is able to set its goals and effectively carry them out. The success of a company depends significantly on its communication success..

Satisfactory and effective communication helps in the managing, directing, inspiring and generating a climate in which people want to contribute (Welhric & Koontz 1994).This contributes to staff attitude and motivation, and customer fulfillment (Eisenberger 2012; Rhoades & Eisenberger 2002). Communication improves commitment and to a larger extent stimulates staff to attain organizational objectives (Chuang, Hsieh & Tsai 2009). The rate of job satisfaction is greatly increased in the organizations and supervisors that agreeably commune and promote two-way communication. Allen (1992); Allen (1995); Neves & Eisenberger (2012) found that employees enjoyed improved sense of well-being, happiness and job satisfaction through open communication.

Since communication is a means of bringing about change, effective communication plays an important role in change management. Effective communication before, during and after a change process reduces resistance to change thus enabling the organization to exert less change efforts which are more productive (Zareen, 2012). Hussein (2013) identified communication as a key factor in a business organizations change management. Since the employees play an important role in bringing about change in an organization, they need to be encouraged for desired change. Communication helps to organizations to address the anxiety and issues related to employees.

Effective communication enables an organization to align the individual employee goals to organizational goals which enables it to build a strong organizational culture (Berger 2008). According to Ruokonen (2012), organizational culture comes about though gathering the values that are dominant within the organization. The organizational culture helps define various operational aspects of the organization including employee behavior, leadership styles, communication and service delivery.

Effective organizational communication has a direct bearing on the organizations image since it helps an organization avert crises and manage them well in case they occur. The information received by the key audiences of an organization will shape their attitudes towards the

organization. How information flows within an organization and to its publics also indicates its openness and ability to adjust to sudden changes in the environment (Kyse, 2006). More often effective communication enables an organization avert crisis situations.

2.2 Employee communication

Employee communication is critical in institutions (Welch & Jackson 2007). Staff in organizations spend big portion of their time interacting with each other through different channels. Effective communication implies people involved in the communication are in a position to send message in all levels of the organization. When information flows seamlessly in an organization, the institution is in a position to execute its functions smoothly. However, where communication discord is encountered, the institution has to run into problems. Employees are communicated with through a variety of methods, including newsletters, intranet, memos, notice boards, staff briefings and letters, which are intended to enlighten employees about the business. Stauss and Hoffman (2000) define employee communication as the planned use of communication actions to systematically influence the attitudes, knowledge, and behaviors of employees. Welch and Jackson (2007) are of the opinion that effective employee communication is crucial for successful organizations as it affects the ability of strategic managers to engage employees and achieve objectives.

Efficient employee communication within an organization is key to success of organizations adaptability to external changes. Kithchen and Daily (2002) researched on how internal communication makes organizations more effective. Their results showed that organizations that had effective communication had higher competitive advantage than those that had less effective communication. Various scholars have also researched and proved the positive relationship that exists between employee communication and organizational effectiveness and performance (Tkalac, Vercic 2012). An organization that has effective employee communication is likely to benefit from reduced absenteeism, improved productivity, higher quality of services and products, fewer strikes, increased levels of innovation and reduced costs (Antra 2012; Conduit 2001).

According to Mostgel (2006), internal communication involves communicating the vision, mission, core values, objectives and strategic plans among other important information of the

organization to the internal publics so that, each employee understands their roles and responsibilities as well as their contribution to the general achievements of the organizations goals and objectives. Internal communication motivates the employees and strengthens employee loyalty and satisfaction as well as trust. Through proper internal communication, communication from different branches of the company and even from field work associated with the company, information can be passed to the relevant people quickly. Therefore, in the event of a crisis, the relevant stakeholders are able to get the information they need before the situation gets out of control.

People Pulse (2016) identifies several factors that an organization needs to consider in the employee communication for its effectiveness: Communication flow: communication should flow effectively in all levels of the organization. This will enable the employees to understand their roles, appreciate their duties and responsibilities and serve customers appropriately.

Coordination/knowledge sharing: all publics and stakeholders in an organization need information in order to promote mutual understanding and proper coordination. The organization should ensure that imperative information is shared to and by employees; departments etc. to enable them understand the organizations operations and deliver their duties appropriately.

Communication barriers: there are communication hindrances that impact the smooth flow of information in the communication process. Communicators in an organization ought to work above the barriers to ensure that communication flows effectively in the organization. These barriers may be in form of physical barriers, system design, attitudinal barriers, language barriers, physiological, presentation of information etc.

Accuracy: the information transmitted within the organization needs to be detailed and accurate in order to avoid misunderstanding or misinterpretation. If the information is not accurate, it may lead to confusion by the staff which is latter passed on to the customers maiming the image of the organization.

Reliability: communicators in an organization need to warrant that the message communicated is dependable and consistent. Workers need to trust the information passed to them for them to execute their duties with confidence.

Timeliness: information is only important when it is received the time it's needed. Delay of information is failure in communication. It is the duty of the organization to ensure that shared information is delivered in time.

Interaction frequency: communication is an all-time process. Employees ought to receive and transmit information as at and when its needed. The extent degree to which staff get communication on organization performance and various topics is very important for effective communication and smooth running of the organization.

According to Mehta & Xavier (2009), an organization needs to take into consideration organizational communication culture and understand employees' information needs as well as the communication channels.

Organizational communication culture: There are two organizational communication cultures; authoritarian and participative. Grunig et al. (2000) write that in authoritarian cultures, decision making is centralized and communication is structured, formalized, and largely one way. In participative cultures however, employees are encouraged to be part of decision making and share in achievements with communication that emphasizes both dialogue and feedback.

Understanding employees and their information needs: According to Ni (2007), employees are different based on the way their relationship begins with an organization. Ni (2007) states that employees enter into relationships to get paid, to gain experience, and to have further career experiences.

Media effectiveness: Compton (2014) is of the opinion that internal communication has been caught up with technology, thus, has been forced to evolve. Currently, many organizations use the intranet as part of the effective communication policy. The intranet is a platform that allows the sending and receiving of messages; uploading of documents and also downloading of uploaded documents. The intranet can only be accessed via the company, or organizations system to ensure privacy. Media channels that organizations choose to relay important information should be effective. Communication could be done in written, verbal, non-verbal and electronically.

As Mehta & Xavier (2009) write, there are a number of communication channels an organization can utilize with its internal publics. They include the formal channels as led by the PR department or by organizational leaders and others such as grapevine or the rumor mill which are created by the employees themselves. Trusted communication sources in employee communications are the immediate supervisor, executives, and the organizational policy handbook.

2.2.1 Effective Employee Communication

The overall success of an organization largely depends on employee communication. Tkalac & Vercic (2012) carried out a research in Delphi determining the perspectives of effective communication among representatives of National Association in the Federation of European Business Communicators Association (FEIEA). Their respondents came from 11 European countries. From this study, it was found that employees were motivated by effective employee communication and at the same time, created value for the company. Also, Delphi data revealed that areas like human resources, change management, organizational development, marketing and general management, public relations, corporate strategy and corporate human resources and corporate communication are the closest perceived to employee communication.

On communication methods, participants felt that writing, speaking, oral presentations, gathering and analyzing data and knowledge from the internet are important skills for internal communication experts.

Organizations should make it a habit of evaluating the effectiveness of their employee communication from time to time in order to establish their weaknesses and improve on them for effectiveness.

A study by Mohamed et al. (2013) found out that communication between an organization and the customers, which has been described as a „moment of truth“ by Lovelock (2000), has a great effect on how customers evaluate the organization and its service quality. The relationship between customers and the organization created through communication is critical in attaining a reputation for excellent service quality and keeping customers satisfied and even more loyal. Customers in this sense are the company employees who are the most important asset in an organization. Other studies (Turk and Avcilar 2009; Ismail et al. 2006; Akbar and Prevaez, 2009;

and Arasli2005) also show that employee communication is indispensable for realizing positive reputation and preserve a positive public image. Equally, organizations tend to gain an outstanding knowledge and accurate understanding of internal customers“ expectations and needs.

In the study of Kibe (2016), the impact of strategic communication management on stakeholders using corporate identity in public schools in Kenya was assessed. The researcher concluded that Kenyan public schools are beaten by their counter private and corporate schools due to poor corporate image caused by poor communication both internal and external as well as poor publicity. He suggested that public schools need to embrace new communication technology like web pages, blogs and social media that will enable them reach their stakeholders and thus improve on their communication which in turn will enable them gain a competitive edge though improved reputation. Companies have been able to establish and maintain a lasting relationship with their stakeholder groups by using effective communication strategically to foster understanding and manage relations while promoting business interest and at the same time maintain a human image. He as well proposed that managers should specifically and deliberately invest more resources in communicating clearly on elements of corporate culture and stipulating clearly on the acceptable standard of management behavioral practices. If possible, develop an internal code of ethics and communication policy especially on new media to improve on their communication.

He also concluded that modern schools should be run on the principles of a model corporation where communication becomes paramount in reaching out to key stakeholders both internal and external. Therefore, effective communication is important for corporate image and corporate image is important for performance and survival of an institution.

The use of new media in the workplace was very important as it had positive impact on the perception of an ethical work climate and mutual trust within an organization, organizational attitude towards innovation and the alignment of employee’s goals with those of the organization as well as internal marketing communication. Ewing et al. also discovered that organizations that strive to communicate effectively would greatly benefit from the use of new media channels.

In another study by Keller, Lynch, Ellinger, Ozment and Calantone (2006), internal marketing utilizes the traditional tools of marketing to develop and distribute job products and services to internal customers, the employees. Job products according to Keller et al. include knowledge, information, physical and social environment, and tools necessary to employees to successfully perform their job while also achieving organizational and personal goals. Keller et al. (2006) also introduced internal promotions as effective employee communication through the use of face to face interactions, recognition and rewards. They also found out that employee satisfaction is increased through treating them with the same customer service level provided to external customers and applying traditional marketing strategies.

2.2.2 Significance of effective employee communication

The key audiences of an organization are employees because they often serve as the medium to other audiences. This therefore calls for organization to ensure that their employees are informed and fully engaged for communication with other constituencies to be strong. Internal communication improves employee and employer relation. Mostegel (2016) asserts that if the employees are made happy and content, they will serve the company better especially through the concept of public image.

Public image is also built by what employees say about the company itself. If the employees are happy with their work culture, they will speak positively about the company, thereby, making sure that the company's public image is positive. A company that does not treat its employees well will have a bad reputation because the employees will speak ill of the company. Strong relationships with external audiences, which comes a result of effective employee communication, also build strong solid communication about products, services and company culture and values. Organizations that want to communicate effectively should utilize open channels of communication which motivate employees to new ideas and innovation in a number of areas.

Through the use of open channels, employees are made to understand what's important to their companies and thus are likely to focus on making improvements and identifying chances for innovation that can help further success. Employees, who are sure that the management will listen to their ideas and have open minds and be responsive to their feedback, will contribute

their ideas without fear. Similarly, customers too will be encouraged to contribute their ideas to help improve services and products.

Effective communication enables employees to serve as company ambassadors. Greenberg, Knight and Westersund (2011) explain that the use of effective employee communication in PR allows management to make the employees their company ambassadors. If employees are well informed about the company and its culture, its products and services, and its response to any negative issues, they can be better ambassadors talking about the company to their acquaintances and other business connections. Employees are more likely to share the information about the company if they feel they have a strong, positive relationship with their employers and trust the information they receive from their employers. Employees who are well motivated can be a highly valued and trusted source of information about a company and its products and services. Communication makes an employee feel bound to the organization and therefore, the employees tend to think about the image they are highlighting, and how that image will affect the company. The employees will also be prompted to always market their company and their products in all environments, thereby, ensuring that the company profits and image is soaring. Strong teamwork in a company is achieved through effective employee communication enabling employees at all levels of the organization to work together to achieve company goals. Open communication through lateral network provides the employees with the knowledge they need about the company and their fellow employees in order to trust them. It also helps to create a positive work environment they need to feel comfortable at work and to deal with conflict and resolve issues effectively. Managers perform their jobs and responsibilities through effective communication. Planning function of management needs communication for it to be effective. The managers would need all the essential information to facilitate their planning and at the same time, their plans need to be communicated to the employees for implementation. The function of organizing calls for appropriate communication with others about their tasks and responsibilities as well as roles. In order to achieve team goals, team leaders who are managers need to communicate effectively with their subordinates. Managers spend most of their time communicating and creating links with their superiors, customers, suppliers, colleagues, subordinates and therefore, they need to communicate effectively in order to achieve their goals.

The channels of communication too should be effective for the type of audience in question in order to avoid misinformation. Effective employee communication can be termed as a building block for successful organizations.

Effective employee communication is essential in controlling and unifying employee behaviors. Every organization has its various levels of hierarchy and certain principles and guidelines that employees must follow. By communicating the company policies effectively, employee behaviors are harmonized in the sense that they must comply with the company policies, perform their job roles efficiently and communicate any work grievances and problems to their supervisors. In this case, the controlling function of management is achieved through effective employee communication. In order to communicate efficiently and effectively, managers should be proficient in delivering and receiving messages and information. Managers should be capable of discovering various barriers to communication scrutinize their reasons for their occurrence and take precautionary steps to evade those barriers. Thus the primary responsibility of a manager is to develop and maintain an effective communication system in the organization. This study serves as a complement to the already existing literature in this field and furthers the field of communication studies about employment's communication satisfaction in jimma zone government communication office.

2.3 Factor of Organizational communication satisfaction

The earliest definitions of communication satisfaction steered its un- dimensionality. As an example, Thayer (1969:144) viewed communication satisfaction as “the personal satisfaction someone experiences once human activity successfully”. Redding's meta-analysis of the literature in 1979 conjointly unconcealed an analogous perception of communication satisfaction as a un- dimensionality construct, Amanuel (2013:22). A flat read of communication satisfaction initial surfaced in a very theoretical paper by Downs, Hazen, et al. (1973:5), that set the scene for advances within the re conceptualization of the construct.

An element analysis of communication satisfaction Downs & Hazen (1977: 68) gave the multidimensionality of communication satisfaction some grounding, with multiple dimensions rising that were in essence relative and informational. Whereas it's well established that communication satisfaction has each informational and relative aspects, the relative importance

of the aspects remains undecided. Downs & Hazen (1977:63-73) (CSQ) Eight Communication Dimensions of organizational communication satisfaction is as follows:

2.3.1 Communication Climate Satisfaction

Communication climate reflects communication on each the structure and private level. It includes things like the extent to that communication within the organization motivates and stimulates employees to satisfy structure goals and therefore the extent to that it makes them establish with the organization. On the opposite, it includes estimates of whether or not people's attitudes toward human activity healthy within the organization.

According to Redding (1972:25) cited in Amanuel (2013:80-81) states that a perfect communication climate, that has positive implications for communication satisfaction, is characterized by:

- Supportive vertical communication
- Participation in decision making
- The level of trust and confidence in organizational communication
- Quality of relationships among organizational actors horizontally and vertically
- High performance goals

2.3.2 Supervisory Communication

Satisfaction higher-up communication includes each upward and downward aspects of human activity with supervisors. Three of the principal things embody the extent to that a superior is receptive concepts, the extent to that the supervisor listens and pays attention, and therefore the extent to that steering is obtainable in finding job-related issues.

According to Tourish and Hargie (2000:139) in essence, individuals need supervisors who:

- Take a personal interest in their lives
- Seem to care for them as individuals
- Listen to their concerns and respond to these quickly and appropriately
- Give regular feedback on performance in a sensitive manner
- Hold efficient regular meetings at which information is freely exchanged

In keeping with Downs and Hazen (1977: 72) things measurement higher-up communication satisfaction embody the following:

Extent to which the organization's communications are interesting and helpful

- Information about my progress in my job.
- Reports on how problems in my job are being handled.
- Recognition of my efforts.
- Information about how my job compares with others

2.3.3 Organizational Integration Satisfaction

Organizational integration revolves round the degree to that people receive information regarding the immediate work surroundings. Items embody the degree of satisfaction with information regarding division plans, the wants of their jobs, and a few personnel news. Gayeski and Woodward (1996:3) cited in Antonis 2005:75) define integrated communication as “the application of analysis, communication and evaluation techniques to create and manage integrated, multifaceted interventions combining information, instruction, collaboration, business process design, and feedback and incentive systems to improve human performance in the workplace in order to achieve organizations' desired missions and visions”. Integrated communications, per amendment Communications (2001:3), have more impact than a plethora of disjointed messages. In a rapidly evolving business world, characterized by information overload through the multitude of messages confronting employees, a consistent and consolidated set of key messages across all channels has the best probability of cutting through the noise of competitors' messages that bombard staff on a routine. On the other hand, non-integrated communications send disjointed messages that dilute the impact of the communication.

According to Christopher T. Jones (2006:30) items measuring organizational integration communication satisfaction include the following:

- Extent to which my supervisor offers guidance for solving job-related problems.
- Extent to which I receive in time the information needed to do my job.
- Extent to which my staff are receptive to evaluations, suggestions and criticisms.

- Extent to which written directives and reports are clear and concise.
- Extent to which my managers/supervisors understand the problems faced by staff

2.3.4 Organization's Media Quality

Antonis, (2006:129) Media quality deals with the extent to which meetings are well organized, written directives are short and clear, and the degree to which the amount of communication is about right. According to Christopher T. Jones (2006:30) items measuring media quality communication satisfaction include the following:

- Extent to which the organization's communication motivates me to meet its goals
- Extent to which the grapevine is active in the organization
- Information about how government regulations affect the organization
- Information about achievements and/or failures of the organization.

2.3.5 Co-worker Communication/Horizontal Communication Satisfaction

Co-worker communication considerations the extent to that horizontal and informal communication is correct and free flowing. This issue additionally includes satisfaction with the activeness of the grapevine.

According to Akkirman & Harris (2005: 409) as cited in Amanuel (2013:66) things mensuration horizontal communication satisfaction embrace the following:

- Extent to that the grapevine is active in AN structure environment
- Extent to that horizontal communication with different staff is correct and free flowing
- Extent to that communication practices area unit variable to emergencies
- Extent to that a piece cluster is compatible
- Extent to that informal communication is active and correct

However, according to Amanuel (2013:66) the range of possible sources of horizontal communication satisfaction must be far more than those above and may subsume more areas than presently conceptualized. Feedback communication will cause satisfaction or discontentment in relevance constructive or damaging feedback. According to London (1997: 18) as cited in Amanuel (2013:88) there are three types of behavior pertinent to feedback

communication: control-dominated behavior, reward-dominated behavior and affiliation-dominated behavior.

2.3.6 Corporate Information Satisfaction

Corporate information deals with broadest kind of information about the organization as a whole. It includes items on notification about changes, information about the organization's financial standing, and information about the overall policies and goals of the organization.

2.3.7 Personal Feedback Satisfaction in Organization

Miller (2003: 213). Stated Personal feedback is concerned with the workers' need to know how they are being judged and how their performance is being appraised.

Feedback is information that serves to influence the performance of an individual in an organization, and improved performance is desired by both individuals and organizations.

2.3.8 Subordinate Communication Satisfaction

Downs & Hazen, (1977, p. 66) Subordinate communication focuses on upward and downward communication with subordinates. Downs & Hazen, stated only workers in a supervisory capacity respond to these items, which include subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication. According to Christopher T. Jones (2006:30) items measuring subordinate communication satisfaction include the following: Extent to which my staffs are responsive to downward-directive communication.

- Extent to which to which my staff anticipate my needs for information.
- Extent to which I can avoid having communication overload.
- Extent to which my staff are receptive to evaluations, suggestions and criticisms.
- Extent to which my staff feel responsible for initiating accurate upward communication.

2.4 Theoretical Framework: Human Relation Approach

The theoretical framework was used to analyze the collected empirical data so as to answer the thesis research question Delone and McLean (2003) the human relation approach perspective can like theoretical framework to review the communication satisfaction in Jimma Zone government

communication workplace. In line with Shockley-Zalabak (2006: P: 96) human relation perspective assumes that job is accomplished through individuals, and it emphasizes cooperation, participation, satisfaction and social skills. Basically, it's many of advanced then the classical approach because it brings the dimension of individuals into the image.

Human Relations, approach is efficacious for this study as individuals' square measure a key principle. The human relation's approach emphasizes human desires within the work; Miller (2003:35). The theories of Maslow and McGregor create a new metaphor. Instead of the Machine Metaphor, the theorists now create a family.

A family, thrives when needs are fulfilled and opportunities are provided for self-actualization. As Miller (2003:36) the human relation's theorists share associate degree allegiance to principles that highlight human desires and therefore, the satisfaction of these desires through interaction with others within the work and through the alternative's managers create regarding motivating and reward workers. In addition, the stress of the Human Relations approach is many of on the requirements of people within the organization.

Puth (1994:19) cited in Antonis (2006:130) aforesaid this individual's orientation of the idea is underlined by the subsequent basic assumptions:

- Motivation and productivity are determined by group norms and values
- People on an emotional level relate to other people
- Motivation depends to a large extent on the leadership and communication skills of management
- Communication as a social premise is emphasized, and
- Employees are viewed as individuals rather than simply a collective within the confines of an organization.

In general it's involved with deed associate degree understanding of intra organizational communication from the peoples' views and so focuses on comprehending people's experiences instead of increased productivity. Basically from this angle communication is important to the utilization of human resources and smart structure decision-making. in line with Barker (1979:6) cited in Antonis (2006:129) the analysis, that flowed from this approach and influenced

communication studies, turned particularly around ideas that are incorporated in learning of communication and that they square measure as follows

- Communication satisfaction
- Small group communication
- Grapevine
- Informal communication

Antonis (2006:129) explains the connectedness of this approach to the audit of communication is that it highlights the role of the worker and social factors within the satisfaction of structure communication and therefore the problems like leadership, communication satisfaction, etc.

As indicated on top of, square measure incorporated within the study of communication satisfaction. The pertinence of the human relation approach to organizational communication satisfaction is seen within the proven fact that supported the premise those theories of human relations square measure nice once through empirical observation tested.

According to Miller (2003:38) at its most elementary level, the human relations approach posits that higher-order desires is happy through job style, management vogue, and alternative structure factors when these higher-order needs are satisfied employees should be happier and so more productive.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Study Setting

This study was conducted in Jimma zone government communication affairs office, Jimma Zone, Government Communication Affairs Office is one in of the Jimma Zonal Government office established with the intention of producing modern and result oriented communication system between the government and therefore the public. The office was established to develop the great image of the regional and national issue which was increase the participation of everyone and construct the image of the zone. The organization is visualized to check the best information use and therefore the folks that apprehend government information and plays their own role within the method of building democratic system and sensible governance in 2012 E.C. The organization has the range of ten employees in the head office in Jimma Zone. Jimma Zone, Government Communication Affairs offices have the following mandate,

- Organizes and supervises the Jimma zone information and government relation function in different sectors.
- Serves as the spokesperson of the Jimma zone and the source of government information.
- Inform the government position on national and regional governments on different issues.
- Following and analyzing the information disseminated by national and international media about the Jimma zone issues.
- Giving and explaining issues that need an answer with other concerned government bodies.
- Gathers the public opinion and presents for the concerned bodies.
- Giving the brief for zonal, regional and national media from time to time.
- Bond the government and the public together.

3.2 Research Design

The study was employing descriptive approach which is about describing the characteristics of particular individual or group.

Questionnaires were used to gather quantitative data while interview guides were purposely deployed to gather qualitative data. The quantitative data and their subsequent analysis provided a general evaluation of the effectiveness of the communication in communication office. The qualitative data and their analysis sought to refine and explain those statistical results by exploring participants' views in more depth. Thus, the main purpose of this study is to assess employees' organizational communication satisfaction level at Jimma Zone Government Communication Affairs office.

3.3 Study Population

Since the main aim of this study was to assess employees' organizational communication satisfaction, the study populations for this study were all employees. The office has ten people who work on it. Ten in-depth interview and questionnaire were conducted; this study was going to survey all the population.

3.4 STUDY TECHNIQUES

study used purposive sampling because it gives a chance for the researcher to apply his/her expertise knowledge to select samples which he/she thinks represent the population. The research is very specific in that it were a descriptive study and therefore includes a specific organization and as a result were purposive in nature as it attempts to gain a deeper understanding of what is happening with communication in the organization. The sampling are one of purposive as regards the survey questionnaire. It is necessary for the researcher to include the whole universe and therefore the population of the organization thereby attempting to ensure that a sufficient number of respondents will be participated in the survey questionnaire research. Research takes a lot of time and money, thus, the researcher conduct research with a smaller, local population that we can actually gain access to – that have the money and time to reach.

3.4 Data collection Method/ Tools

During the research phase, triangulated approaches yield many benefits. A new qualitative perspective, however, enabled participants to input answers unrestricted by pre-determined quantitative classes and this event discovered a wholly totally different perceptive. The ways they were used is discussed as follows.

- Survey/Questionnaire
- In-depth interviews

3.4.1. The Survey Questionnaire

The form utilizes a Likert-type scale and conjointly includes some open ended queries that permit respondents to interact. The form conjointly needs demographic information, with the precise purpose of drawing comparisons between the hierarchical levels and different relevant factors. The questionnaire includes various sections that focus on issues such as vision, mission, situational analysis related to direct communication matters such as communication channels, message assessment, communication satisfaction and issues around staffs and management communication. It, however, also includes broader involvement with issues related to human resources, organizational strategy and participation as well as information sharing and distribution between the various organizations' units. The questionnaire utilizes a Likert-type scale and also includes some open ended questions that allow respondents to express their particular views more clearly. The questionnaire also requires demographic information, with the specific purpose of drawing comparisons between the hierarchical levels and other relevant factors. The questionnaire prepare in each English and Afan Oromo since a number of the participants aren't fluent in English.

3.4.2. In-depth Interview

The study also is used the qualitative information gathering ways. In qualitative analysis, one interviews folks to perceive their views on a scene, to retrieve experiences from the past, to achieve professional insight or information, to acquire descriptions of events or scenes which is commonly inaccessible for observation, The in-depth interview will in essence give an in depth background concerning the underlying reasons why participants provide specific answers, likewise as give in depth information associated with the interviewee's opinions, perceptions, values, motivation and feelings, et cetera. In- in-depth interview information represents solely the views of the participants with relevancy the actual analysis and it thus can't be generalized. Bearing this in mind, it will be argued that in-depth interview may be a valuable technique of measurement the organizational communication satisfaction. This study made in-depth interview with top officials in the organization regarding communication strengths and weakness and the

whole communication environment in the organization. The interview guide were prepared and given or asked the top officials of the organization. The collected data was coded in themes and analyzed. The interview question was prepared each in English and Afan Oromo since a number of the participants aren't fluent in English language.

3.5 Data Analysis Procedure

The Research objective is to assess the organizational communication satisfaction of Jimma Zone government communication. IBM SPSS Statistics (Version 21) was used to analyze the collected data. Descriptive statistics such as means and standard deviation, frequencies, means and cross-tabulations used to examine organizational communication satisfaction. Where possible, satisfaction scores are compared to national norms. Attempts have also been made to employ interpretive analysis for the qualitative data obtained through the in-depth interview.

3.6 Ethical considerations

The researcher was charged with the responsibility to carefully assess the possibility of harm to research participants. This study evoked the following ethical concerns which were to be carefully handled by the researcher. The researcher obtained relevant authorizations to carry out this study before conducting the research, the researcher ensured that university approval is sought, and participants' permission is gained, no vested interests influenced the choice of the site to be studied and that credit was given for work done on the project. In order to gain trust of the respondents, the researcher introduced themselves and explained the purpose of the study before administering the questionnaire tools and in-depth interviews. The researcher ensured that the questionnaires did not require the respondent's name or details that may reveal their identity. Confidentiality was therefore upheld for all respondents. Plagiarism: the researcher reported with utmost honesty, ensured that the work was not plagiarized and the language unbiased. Finally, the researcher explained that the research was conducted for academic purpose and that the results of the research as well will benefit the needs of the study population.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

With the conceptual and theoretical framework for this particular study having been discussed in the previous chapters, finally the actual research, the methodological application thereof and the findings and recommendations by the researcher, would be the focus of the remaining chapter of the paper. The research was undertaken as descriptive study with the research essentially combining qualitative and quantitative research methodologies. The research data were collected by three method approaches, namely the survey questionnaire and in-depth interviews. The data collected by these measures was divided into two distinct processes with the findings of the research largely being based on the data extracted from the survey questionnaire whereas the data extracted. in-depth interview and supporting information for the development of the questionnaire. The evaluation and interpretation was done through the tabulation of answers under frequencies, percentages and mean of answers and statistical analysis.

Regarding to measuring scales, nominal measurement was used to compile the frequency of answers, which was used to identify particular issues that needed to be highlighted for the organization. Descriptive statistics was used as they allow the data to be organized, summarized and presented by frequency and percentage which can be used to highlight the current reality of communication in the case study. Under this chapter, the research question was answered through quantitative and qualitative data presentation and analysis:

4.1 Data Presentation and Analysis

Data presentation and analysis of questions from each factor of organizational communication satisfaction and the analysis of each factors of organizational communication satisfaction independently in the organization are discussed separately.

4.1.1 Frequency Tables

Table 4.1.1 Age of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-29	2	20.0	20.0	20.0
	30-39	7	70.0	70.0	90.0
	40-49	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.1 Out of 10 questionnaires distributed for respondents, 10 questionnaires which is 100 percent of the questionnaire was collected which is valid for the analysis. Age description was part of the descriptive analysis. This was important so as to give the researcher insights on the employee's communication satisfaction and characteristics based on age. Show the frequency distribution of the respondent age. Accordingly, 2 of the respondent age are between 21-29 years and 7 are between 30-39 years. There is only 1 respondent whose age is with 40-49. In addition, this result indicates that most of the respondents' age ranges between 30-39 years old.

Table 4.1.2: Sex of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	8	80.0	80.0	80.0
	Female	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.2 shows participants' sex. The study revealed that two participants were females while and the remaining account eight male. The findings indicate that most of the study respondents were male, as reflected by their proportions in their respective work at jimma zone communication employees..

Table 4.1.3: Length of time the respondent stay on the current position (in Year)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4	4	40.0	40.0	40.0
	5-8	1	10.0	10.0	50.0
	9+	5	50.0	50.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.3, shows the length or of time in year the respondent staid on the current position. While five of them have stayed on their current position for more than 9 years, four stayed between 1-4 year, and only one stayed on the current job from 5-8 years. From the data one can conclude that half of them have stayed on their current position for relatively long years

Table 4.1.4: Total experience in this organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-4	4	40.0	40.0	40.0
9+	6	60.0	60.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.4 depicts participants' work experience in the studied organization accordingly, the researcher needed to understand the period within which respondents have worked with jimma zone government communication. Six respondents replied that they worked for more than nine years and the remaining four confirmed that they worked from one up to four years. Hence, it is possible to conclude that the majority of respondents have relatively long years work experienced, Implying that the organization had experienced staff.

Table: 4.1.5: Education level of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Elementary	1	10.0	10.0	10.0
College Diploma	2	20.0	20.0	30.0
High school	2	20.0	20.0	50.0
First Degree	4	40.0	40.0	90.0
Second Degree and above	1	10.0	10.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.5 present the educational background of the respondents. The respondents having first degree numbered 4, which is most the respondents by 40 percent from the respondents. The second large numbers of respondents are respondents who have a diploma by numbering 2 (20) percent of the population and high school by numbering 2 (20) percent of the total population the

respondent who on elementary education was 1(10%). The least respondents were respondents holding the second degree 1 in number and accounts 10 percent from the total respondents. It is understandable from the data the organization has many workers holding the first degree.

Table 4.1.6: How satisfied are you with your job?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	4	40.0	40.0	40.0
Somewhat Dissatisfied	2	20.0	20.0	60.0
Somewhat satisfied	2	20.0	20.0	80.0
satisfied	1	10.0	10.0	90.0
very satisfied	1	10.0	10.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.6: show the extent to which respondents is how satisfied with their job. Accordingly, while four respondents replied they are Very dissatisfied, two replied somewhat dissatisfied, conversely, among the remaining four, two respondents rated somewhat satisfied, one satisfied, and one Very satisfied. Overall, the finding shows that more than half of the respondents were not satisfied or not motivated with their job which may affect the objectives of the organization

Table 4.1.7:Information about job progress

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	1	10.0	10.0	10.0
Somewhat Dissatisfied	2	20.0	20.0	30.0
satisfied	5	50.0	50.0	80.0
very satisfied	2	20.0	20.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

As shown in Table 4.1.7 5 respondents or 50% of the respondents were “satisfied” and 2 respondents or 20% of the respondents were “somewhat dissatisfied” followed by 2 respondents or 20% of respondents “very satisfied” and 1 or 10% respondent were “very dissatisfied” On information about their progress in their job, it is understandable from these data that the level of feedback related information for the workers was satisfied with that information in the

organization. The table shows respondents were “satisfied” on information about their progress in their job.

Table 4.1.8:Personnel news satisfaction in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	2	20.0	20.0	20.0
Dissatisfied	1	10.0	10.0	30.0
Somewhat Dissatisfied	1	10.0	10.0	40.0
Indifferent	1	10.0	10.0	50.0
Somewhat satisfied	2	20.0	20.0	70.0
satisfied	1	10.0	10.0	80.0
very satisfied	2	20.0	20.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.8: As shown on the above table, 2 respondents or 20% of the respondents were “very dissatisfied” and 2 respondents or 20% of the respondents were “somewhat satisfied” as shows 2 respondents “very satisfied” 1 respondent which answer “somewhat dissatisfied” 1 respondent or 10 % is “satisfied” 1 respondent or 10 % is “indifferent” followed by 1 respondent or 10% of respondents “dissatisfied” with the personnel news satisfaction in the organization. This shows that a low degree of satisfaction of the employees with information of personnel news in the organization.

Table 4.1.9:Information about company policies and goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	2	20.0	20.0	20.0
Indifferent	1	10.0	10.0	30.0
Somewhat satisfied	2	20.0	20.0	50.0
satisfied	4	40.0	40.0	90.0
very satisfied	1	10.0	10.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table4.1.9: As shown on the above table, the level of information about company policies and goals in the organization was rated as “satisfied” by 4 respondents or 40% of the respondents. A further 2 respondents or 20% of the respondents were rated this question as “very dissatisfied” 1

respondent is “indifferent” and “very satisfied” answer was given by 1 respondent. Followed by 2 respondents or 20% of respondent's “somewhat satisfied” with the level of information about company policies and goals in the organization. These data show there was enough information about the organization’s policies and goals and employees being satisfied with that information. According to Abdullah, (2012) cited in Nathaniel, (2012:15) explains proper dissemination of information requires individuals and project teams to understand how to deliver information within the organization.

Table 4.1.10:Information about how my job compares with others

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	1	10.0	10.0	10.0
Dissatisfied	1	10.0	10.0	20.0
Indifferent	2	20.0	20.0	40.0
Somewhat satisfied	2	20.0	20.0	60.0
satisfied	3	30.0	30.0	90.0
very satisfied	1	10.0	10.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.10: This question evaluated how satisfied employees were with information in the organization when their job compares with others. On table show, it is clear from the results presented that the respondents’ information about their job when compared with others is moderately negative. Out of the total respondents 3 in the numbers were “satisfied” and 2 respondents that account 20% of the respondents were “somewhat satisfied” by the information about their job they got when compared with others. In addition, 2 respondents or 20% of respondents were “somewhat dissatisfied” and 10% of respondents were “dissatisfied” and also 10 % of respondent is “satisfied” with the information about their job when compared with others, and 2% of respondents took an “indifferent” middle ground. The remaining negative responses suggest a clear need for improved overall communication at Jimma zone government communication affairs office.

Table 4.1.11:Information about how I am being judged

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	1	10.0	10.0	10.0
Dissatisfied	1	10.0	10.0	20.0
Somewhat Dissatisfied	2	20.0	20.0	40.0
Somewhat satisfied	3	30.0	30.0	70.0
satisfied	3	30.0	30.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.11: On the above table, the results of this question indicate that employees in general do believe (to varying degrees) that regarding information how they were being judged in the organization. 3 respondents or 30 % of the respondents indicated that they were “somewhat satisfied” on information how they were being judged. The other group of respondents, 3 respondents or 30% of respondents shows that they were “satisfied” on information how they were being judged at Jimma zone government communication office. The other group of respondents, 2 respondents or 20% indicated that information about how they were being judged in the organization kept them “somewhat dissatisfied.” Respondents which numbered 1 or 10% respondents were “very dissatisfied.” 1 respondent or 10% of the respondents were dissatisfied

Table 4.1.12:Recognition of my efforts

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	1	10.0	10.0	10.0
Dissatisfied	1	10.0	10.0	20.0
Somewhat Dissatisfied	2	20.0	20.0	40.0
Indifferent	2	20.0	20.0	60.0
Somewhat satisfied	2	20.0	20.0	80.0
satisfied	2	20.0	20.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.12: Similar to the information how they were been judged, the respondents’ perceptions on the recognition of their efforts varied as depicted on table 4.1.13. According to the respondents, they were “somewhat dissatisfied” on the organization recognitions of their effort, with 2 respondents or 20% of respondents indicating this. In addition, 2 respondents or

20% of the respondents were “somewhat dissatisfied” on the organization’s recognition of their effort. The other respondents which are 2 in number or 20% of the respondents were “somewhat satisfied” with the recognition of their efforts in the organization. A few respondents were somewhat dissatisfied and 1 respondent were indifferent with the recognition of their efforts in the organization. The respondents as a show on table negative responses suggest a clear need for improved overall regarding the recognition of their efforts at Jimma zone government communication affairs office.

Table 4.1.13:Information about organization policies and goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	3	30.0	30.0	30.0
Indifferent	2	20.0	20.0	50.0
Somewhat satisfied	4	40.0	40.0	90.0
satisfied	1	10.0	10.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.13: As shown on the above table, the level of information about company policies and goals in the organization was rated as “somewhat satisfied” by 4 respondents or 40% of the respondents. A further 3 respondents or 30% of the respondents were rated this question as “very dissatisfied” 1 or 10 % respondents were answered “satisfied ” followed by 2 respondents or 20% of respondents “indifferent ” with the level of information about company policies and goals in the organization. These data show there was insufficient information about the organization’s policies and goals and employees were not fully satisfied with that information.

Table 4.1.14:Information about the requirements of my job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	1	10.0	10.0	10.0
Dissatisfied	1	10.0	10.0	20.0
Indifferent	1	10.0	10.0	30.0
Somewhat satisfied	4	40.0	40.0	70.0
satisfied	2	20.0	20.0	90.0
very satisfied	1	10.0	10.0	100.0
Total	10	100.0	100.0	

The below table 4.1.14, about their information on the requiring of their job 4 or 40 respondents were answered “somewhat satisfied” 2 or 20 % respondent was answer “satisfied” “very satisfied” 1 or 10 % respondent was responses. 1 or 10 of respondents were answered “very dissatisfied” followed this 1 respondent “indifferent” and 1 or 10 % respondent was giving answer “dissatisfied” when we see the table of above the response is negative so should improvement.

Table 4.1.15:Information about changes in the JZGCAO

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	3	30.0	30.0	30.0
Indifferent	2	20.0	20.0	50.0
satisfied	5	50.0	50.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.15: As shown on the above 5 respondents or 50% of the respondents were “satisfied” and 3 respondents or 30% of respondents were “very dissatisfied” followed by 2 respondents or 20% of respondents “indifferent” on information about changes in the Jimma zone government communication office.

Table 4.1.16:Reports on how problems in my job are being handled

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dissatisfied	3	30.0	30.0	30.0
Somewhat Dissatisfied	3	30.0	30.0	60.0
Somewhat satisfied	1	10.0	10.0	70.0
satisfied	3	30.0	30.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.16: According to the above table this part the way handles problem under Jimma zone government communication office in number 3 or 30 % respondents is “satisfied” the 3 or 30% in a number that are “dissatisfied” on their reports handling ways and 1 or 10 % respondents “somewhat dissatisfied” followed by 1 respondents of the study “somewhat satisfied” according to the result in table shows the organizations handling reports is not good enough.

Table 4.1.17:Information about employee benefits and pay satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	1	10.0	10.0	10.0
	Dissatisfied	2	20.0	20.0	30.0
	Somewhat Dissatisfied	3	30.0	30.0	60.0
	Somewhat satisfied	2	20.0	20.0	80.0
	satisfied	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Table 4.1.17: Respondents indicated 3 or 30% respondents of the respondents were “somewhat dissatisfied” with information about employee benefits and pay. In addition, 2 respondents or 20% of the respondents were “dissatisfied” with information about employee benefits and pay found in the organization. The other respondents 3 or 30% of the respondents were somewhat dissatisfied on the information about employee benefits and pay followed by 1 or 10 % of the respondents says “very dissatisfied”. Miller (2003:34) says an organization can facilitate the satisfaction of this need through how we provide jobs that allow an individual to exercise responsibility and creativity in the workplace. The table as shown regarding the information about employee benefits and pay less attention given from an organization, these shows employees were not provided with information about their benefits and pays in the organization.

Table 4.1.18:Information about achievements and/or failures of the office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	2	20.0	20.0	20.0
	Dissatisfied	1	10.0	10.0	30.0
	Somewhat Dissatisfied	2	20.0	20.0	50.0
	Somewhat satisfied	3	30.0	30.0	80.0
	satisfied	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.18 as shown on the above table, the level information about achievements and/or failures of the office was rated as “somewhat satisfied” by 3 respondents or 30% of respondents. The additional 2 respondents or 20% of the respondents were rated this question as “very

dissatisfied” followed by 2 respondents or 20% of respondents “somewhat dissatisfied” with the information about achievements and/or failures of the office. The remaining 1 respondent or 10% of the respondents said “dissatisfied” and 2 respondents or 20% of the respondents were “satisfied” with the information about achievements and/or failures of the office.

Table 4.1.19: Extent to which my managers/supervisors understand the problems faced by staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	3	30.0	30.0	30.0
Dissatisfied	2	20.0	20.0	50.0
Somewhat Dissatisfied	2	20.0	20.0	70.0
Somewhat satisfied	3	30.0	30.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.19 as depicted on the above the table, 3 respondents or 30% of the respondents were “very dissatisfied” with how much their supervisors understand the problem faced by the staff in the organization. In addition, 3 respondents or 30% of the respondents were “somewhat satisfied” and 2 respondents or 20% respondents were “dissatisfied” and followed those 2 respondents answer “somewhat dissatisfied” with the extent that their supervisors understand the problem faced by the staff in the organization.

According to Kreps (1990) cited in Antonis (2006 :129) the human relation's theory acknowledged that it was important to identify the individual needs of an organization accomplished through effective management.

Table 4.1.20: Extent to which the office’s communication motivates me to meet its goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	3	30.0	30.0	30.0
Dissatisfied	1	10.0	10.0	40.0
Somewhat satisfied	2	20.0	20.0	60.0
satisfied	4	40.0	40.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

4.1.20: According to the above table, 4 respondents or 40% of respondents were “satisfied” and 3 respondents or 30% of respondents were “very dissatisfied” followed by 2 respondents or 20% of respondents “somewhat satisfied” and 1 respondent is “dissatisfied” jimma zone government communication office with the office’s communication no motivate them to meet the organization’s goal. Generally, the data shows that workers in the organization were not satisfied with the office’s communication to motivate them to meet the organization’s goal.

Table 4.1.21:Extent to which my supervisor listens and pays attention to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	3	30.0	30.0	30.0
	Dissatisfied	2	20.0	20.0	50.0
	Indifferent	1	10.0	10.0	60.0
	Somewhat satisfied	2	20.0	20.0	80.0
	satisfied	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.21: as shown on the above table, 3 respondents or 30% of the respondents were “very dissatisfied” how much their supervisor listens and pays attention to them. In addition, 2 respondents or 20% of the respondents were “dissatisfied” with the extent to which their supervisor listens and pays attention to them in the organization. However, 2 respondents that account 20% of the respondents were “somewhat satisfied” and 2 respondents or 20% of the respondents were “satisfied” with the extent to which their supervisor listens and pays attention to them in the organization. Out of the respondent, 1 or 10% of the respondents took an “indifferent” middle ground.

Table 4.1.22:Extent to which my supervisor offers guidance for solving job related problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	3	30.0	30.0	30.0
	Dissatisfied	2	20.0	20.0	50.0
	Somewhat Dissatisfied	2	20.0	20.0	70.0
	Indifferent	1	10.0	10.0	80.0
	Somewhat satisfied	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.22: On the above table, 3 respondents or 30% of respondents were “very dissatisfied” and 2 respondents or 20% of respondents were “dissatisfied” with the extent conflicts are handled appropriately through proper communication. In addition, 2 respondents or 20% of respondents were “somewhat dissatisfied” with the degree to which conflicts are handled appropriately through proper communication. The other 1 respondents or 10% of respondents were “indifferent” and 2 respondents or 20% of respondents were “somewhat satisfied” with the degree to which conflicts are handled appropriately through proper communication. So it needs improvement regarding to communication between staff.

Table 4.1.23: Extent to which communication in the office makes me identifies with it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	2	20.0	20.0	20.0
	Dissatisfied	3	30.0	30.0	50.0
	Somewhat Dissatisfied	3	30.0	30.0	80.0
	Somewhat satisfied	1	10.0	10.0	90.0
	satisfied	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.23: According to the above table, 3 respondents or 30% of respondents were “dissatisfied” and 3 respondents or 30% of respondents were “somewhat dissatisfied” followed by 1 respondent or 10% of respondents “somewhat satisfied” with the extent to communication in the office which makes them identifies with it or feels a vital part of it. These shows the levels of communication in the organization were not make workers identify themselves with the organization or not feel as a vital part of it., 2 respondents or 20% of respondents were “very dissatisfied” and 1 respondent or 10% of respondents were “satisfied” with the extent to communication in the office which makes them identifies with it or feels a vital part of it.

Table 4.1.24: Extent to which the office communications are interesting and helpful

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	3	30.0	30.0	30.0
	Dissatisfied	1	10.0	10.0	40.0
	Somewhat Dissatisfied	1	10.0	10.0	50.0
	Somewhat satisfied	1	10.0	10.0	60.0
	satisfied	2	20.0	20.0	80.0
	very satisfied	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.24: the above table shows the levels to which the office communications was “Very dissatisfied” by 3 respondents or 30% of respondents A further 2 respondents or 20% of the respondents were rated this question as “very satisfied” followed by 2 respondents or 20% of respondents rated as “satisfied” with the degree of the office communications are not interesting . On the other hand, 1 respondents or 10% of the respondents rated “somewhat satisfied” and the other 1 respondents or 10 % of the respondents were “somewhat satisfied” with the degree on the office communications .The other 1respondents or 10%.Of the respondents were “dissatisfied”

Table 4.1. 25: Extent to which I receive in time the information needed to do my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	1	10.0	10.0	10.0
	Dissatisfied	1	10.0	10.0	20.0
	Somewhat Dissatisfied	3	30.0	30.0	50.0
	Somewhat satisfied	2	20.0	20.0	70.0
	satisfied	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.25: As shown on the above table, respondents indicated varied levels of satisfaction with regard to the question asked. Of the respondents 3 or 30% of the respondents were “somewhat dissatisfied” and 3 respondents or 30% of the respondents were “satisfied” followed by 2 respondents or 20% of the respondents were “somewhat satisfied” on the level of in time information needed they receive to do their job. The other respondent 1in number or 10% of the

respondents were “very dissatisfied” followed by 1 respondents or 10% of respondents “dissatisfied” on the level of in time information needed they receive to do their job.

Table 4.1.26: Extent to which conflicts are handled appropriately through proper communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	1	10.0	10.0	10.0
	Somewhat Dissatisfied	2	20.0	20.0	30.0
	Somewhat satisfied	2	20.0	20.0	50.0
	satisfied	3	30.0	30.0	80.0
	very satisfied	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.26: As depicted on the above table, 3 respondents or 30% of respondents were “satisfied” and 2 respondents or 20% of respondents were “somewhat dissatisfied” with the extent conflicts are handled appropriately through proper communication. In addition, 1 respondents or 10% of respondents were “very dissatisfied” with the degree to which conflicts are handled appropriately through proper communication. The other 2 respondents or 20% of respondents were “somewhat dissatisfied” and 2 respondents or 20% of respondents were “very satisfied” with the degree to which conflicts are handled appropriately through proper communication.

table 4.1.27: Extent to which the grapevine is active in the office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	1	10.0	10.0	10.0
	Somewhat Dissatisfied	3	30.0	30.0	40.0
	Indifferent	2	20.0	20.0	60.0
	Somewhat satisfied	2	20.0	20.0	80.0
	satisfied	1	10.0	10.0	90.0
	very satisfied	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Table 4:1.27: According to the above table, there are varying degrees of the extent of the grapevine is active in the office, with 3 respondents or 30% of respondents were “somewhat dissatisfied” and 2 respondents or 20% of respondents were “somewhat satisfied” on the activeness of grapevines in the office.

These shows that there is low level of grapevine and most employees are not satisfied with that communication. J, Mishra (1990: 215) says grapevines are faster than formal communication networks and can easily bypass quickly throughout an organization which can increase the level of communication satisfaction in the organization. On the other hand, 2 respondents or 20% of respondents were “somewhat satisfied respondents or 10% of respondents were “satisfied” with the activeness of grapevine in the office. Followed these 2 respondents or 20% were “indifferent” and 1 respondent was “very satisfied”.

table 4.1.28: Extent to which my supervisor is open to ideas

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	2	20.0	20.0	20.0
Dissatisfied	2	20.0	20.0	40.0
Somewhat Dissatisfied	1	10.0	10.0	50.0
Somewhat satisfied	2	20.0	20.0	70.0
satisfied	2	20.0	20.0	90.0
very satisfied	1	10.0	10.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.28: As shown on the above table, 2 respondents or 20% of the respondents were “very dissatisfied” and 2 respondents or 20% of respondents were “dissatisfied” with the supervisors’ openness to ideas. In addition, the other 1 respondent or 10% of respondents were “somewhat dissatisfied” with the supervisors openness to ideas and 2 respondents were “somewhat satisfied”.

According to Tourish and Hargie (2000:144) in essence, people want supervisors who give regular feedback on performance in a sensitive manner and hold efficient regular meetings at which information is freely exchanged. However the data shown on the table implies supervisors were not open and employees were not satisfied with their supervisors. And also, 1 respondent or 10% of respondents were “somewhat dissatisfied” and 20% of respondents were satisfied with the supervisors’ openness to ideas in the organization.

Table 4.1.29: Extent to which communication with other employees at my level is accurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	1	10.0	10.0	10.0
	Dissatisfied	1	10.0	10.0	20.0
	Somewhat Dissatisfied	1	10.0	10.0	30.0
	Indifferent	1	10.0	10.0	40.0
	Somewhat satisfied	5	50.0	50.0	90.0
	satisfied	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.29: The above table shows that 5 respondents or 50% respondents were “somewhat satisfied” and 1 respondent or 10% of the respondents were very dissatisfied followed by 1 respondent or 10% of respondents “satisfied” with the communication with other employees at their level are accurate and free flowing. From this, it is understandable that the employees on the same level of position communicate freely and accurately compared with the other aspects of communication in the organization. 1 respondents or 10% of the respondents were “somewhat dissatisfied” with the communication with other employees at their level is accurate and free flowing in the organization. The other 1 respondent or 10% of the respondents took the “indifferent” followed by 1 or 10 % respondents were “dissatisfied”

Table 4.1.30: Extent to which written directives and reports are clear and concise

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	1	10.0	10.0	10.0
	Dissatisfied	1	10.0	10.0	20.0
	Somewhat Dissatisfied	1	10.0	10.0	30.0
	Somewhat satisfied	5	50.0	50.0	80.0
	satisfied	1	10.0	10.0	90.0
	very satisfied	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.30: As depicted on the above table, 5 respondents or 50% of respondents were “somewhat satisfied” and 1 respondent or 10% of respondents were “very satisfied” with the conciseness and clearness of written directives of reports. Generally, there were concise and

clear written directives in the organization and workers were satisfied with it. Conversely, 1 respondent or 10% of respondents were “dissatisfied” and in the same way 1 respondents or 10% of respondents were “somewhat dissatisfied” with the conciseness and clearness of written directives and reports. The remaining 1 respondents or 10% were “very satisfied” and 1 respondent were “satisfied” with the conciseness and clearness of written directives and reports

Table 4.1.31: Extent to which the amount of communication at the office about right

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	1	10.0	10.0	10.0
Somewhat Dissatisfied	2	20.0	20.0	30.0
Indifferent	1	10.0	10.0	40.0
Somewhat satisfied	1	10.0	10.0	50.0
satisfied	3	30.0	30.0	80.0
very satisfied	2	20.0	20.0	100.0
Total	10	100.0	100.0	

Source: Author survey Results (2019)

Table 4.1.31 As depicted on the above table, 3 respondents or 30% of respondents were “satisfied” and 2 respondents or 20% of respondents were “somewhat dissatisfied” followed by 2 respondents or 20% of respondents “very satisfied” with the degree to which the amount of communication at the office is about right. These shows in jimma zone government communication there is low communication about their right in the office. On the contrary, 1 respondent or 10% of respondents were “indifferent” and the other 1 respondent or 10% of respondents were “somewhat satisfied” with the degree to which the amount of communication at the office is about right.

4.2 Factor Analysis of Government communication satisfaction

Under this section factor of organizational communication satisfaction such as horizontal communication, Supervisory communication, personal feedback, corporate information, organizational integration organizational communication climate, and media quality communication respondents’ answers were presented and analyzed. The following variable in the table was computed by using principal part analysis techniques are data reduction techniques. The computed mean and std. Deviation of these variables are called composite score statistics.

Computation of composite mean using variable transformation techniques

Table 4.2: show the composite mean and standard-deviation of variables which are computed by transforming techniques from the several items.

Table 4.2. 1 Descriptive Statistics, from composite mean

	N	Mean	Std. Deviation
Horizontal communication satisfaction in the organization	10	4.1800	1.43434
Supervisory communication satisfaction in the organization	10	3.3800	1.76748
Personal feedback satisfaction in the organization	10	3.8600	1.51452
Corporate information satisfaction in the organization	10	4.0000	1.48773
Organizational integration satisfaction in the organization	10	4.3500	1.54200
Organizational communication climate satisfaction in the organization	10	3.7600	1.63788
Media quality satisfaction in the organization	10	4.3750	1.35015
Overall Communication Satisfaction Score	10	4.0319	1.21463
Valid N (list wise)	10		

Source: Author survey result (2019)

Accordingly, Media quality satisfactions in the organization much better satisfactory than the other factor of communication comparing the respondents' responses toward the question have the highest mean 4.3750) and Std. Deviation were 1.35015 following by Organizational integration satisfaction in the organization score (4.3500) and Std. Deviation was 1.54200. As shown on this table, corporate information satisfaction in the organization mean score (4.0000) and Std. Deviation was 1.48773. On the other hand, Horizontal communication satisfactions in the organization mean score 4.1800 and 1.43434 is Std. Deviation. Mean score is 3.8600 and 1.51452 Std. Deviation were answered for Personal feedback satisfaction in the organization.

As answered by respondents followed by Organizational communication climate satisfaction in the organization is mean score (3.7600) and Std. Deviation was score 1.63788. In addition, as a factor of organizational communication satisfaction Supervisory communication satisfaction in the organization at the office is about supervisory communication has the least mean score that is 3.3800 and Std. Deviation was a score is 1.76748. This implies employees were more dissatisfied with the communication related with their Supervisory communication satisfaction in the organization

4.3 Reliability Analysis

The following result in the table 4.3 shows the reliability of the analyzed data. The results are based on the test called cronbach's Apla. It was recommended that to be reliable, the computed alpha level should be at least greater 0.7. According to the result in table 2, the analyses data in this study reliable at 93% which is very acceptable result to rely on.

Table 4.3 1 Reliability Statistics

Cronbach's Alpha	N of Items
.930	8

Source: Author's survey result (2019)

4.4 Discussion

In addition to the above questions the researcher collected the data from the all of the respondent using semi-structured interview and in-depth interview questions. This section would discuss these results as in the following.

4.4.1. Analysis of results from Semi-structured interview questionnaires

The following result in table 4.4.1 indicates the frequency of respondent opinion on Subordinate communication satisfaction in the organization.

Table 4.4. 1 Subordinate communication satisfaction in the organization

	Very dissatisfied	Dissatisfied	Somewhat Dissatisfied	Indifferent	Somewhat satisfied	satisfied	very satisfied	Total
Extent to which my staff are responsive to downward- directive communication	0.0%	10.0%	0.0%	40.0%	40.0%	10.0%	0.0%	100.0%
Extent to which to which my staff expect my needs for information	20.0%	0.0%	0.0%	20.0%	10.0%	50.0%	0.0%	100.0%
Extent to which I can avoid having communication overload	0.0%	30.0%	30.0%	10.0%	10.0%	20.0%	0.0%	100.0%
Extent to which my staff are receptive to evaluations, suggestions and criticisms	10.0%	20.0%	0.0%	10.0%	30.0%	30.0%	0.0%	100.0%
Extent to which my staff feel responsible for initiating accurate upward communication	10.0%	20.0%	20.0%	20.0%	10.0%	10.0%	10.0%	100.0%

Source: Author’s survey result (2019)

Accordingly, the first question that the researcher invited the respondent regarding sub-ordinate communication satisfaction is the extent to which staffs are responsive to downward-directive communication. The result indicated that 10% of the respondent dissatisfied, 40% has indifferent idea, 40% somewhat satisfied and 10% of the respondent are satisfied with the idea.

In addition, as shown in table 4.4.1, the second idea provided to the respondent regarding sub-ordinate communication satisfaction is the extent to which staff expects information need. Accordingly, 20% of the respondent very dissatisfied, 20% has indifferent idea, 10% somewhat satisfied and 50% of the respondent satisfied with the idea. Moreover, the extent to which the respondent can avoid having communication overload has provided by the researcher in which 30% of the respondent dissatisfied, 30% somewhat dissatisfied,10% has indifferent idea, 10% somewhat satisfied and 20% of the respondent satisfied with that idea.

Furthermore, the other idea that the researcher invited the respondent is the extent to which staffs are receptive to evaluations, suggestions, and criticisms. Accordingly, 10% of the respondent very dissatisfied, 20% dissatisfied, 10% has indifferent idea, 30% somewhat satisfied and 30% of the respondent satisfied with that idea.

Lastly, the result in table 4.35 indicated that, the extent to which staff feels responsible for initiating accurate upward communication is the last idea that the researcher invited to the respondent .Thus, 10% of the respondent very dissatisfied, 20% dissatisfied, 20% somewhat dissatisfied, 10% has indifferent idea, 10% somewhat satisfied, 10% satisfied 10% of the respondent very satisfied with that idea.

4.4.2. Analysis of In-depth Interview questionnaires results

This section discusses the results obtained from the respondent using in-depth interview questionnaires. For this investigation, the 8 employees of jimma zone government communication, currently on work, one head office and one deputy head of the organization are participated on in-depth interview. This study was going to survey all the population. However, ten (10) participants were selected for collection and analysis convenient. The General population of organization was interviewed. This was done partly because these people are well informed of the practices of the administration since they are working and having contacts almost every day that it could be possible to make a good comparison to know the communication satisfaction and employees performances of the organization The researcher spent a minimum of three (6) and a maximum of twenty (20) minutes with the research participants by leading and audio recording of the interview sessions. The in-depth interviews were conducted by Afaan Oromo, based on the respondents' preferences. The collected data have thoroughly been listened, taking notes, and important sections of their talks were transcribed and, translated (the interview extracts in Afaan Oromo were transcribed and translated into English,) the in-depth interview questions of this study were arranged in the themes which are related with the respondents' satisfaction with the communication in the organization.

1. Employees' Communication Satisfaction in the Organization

One of the informant of the study explain communication with the organization in classifying as work related and personal related communication. This informant said that he was very satisfied with the personal related communication between the organization which mostly with their peer or co-workers. However, the informant was unsatisfied with the communication in the organization which is related to work in the organization due to the gap between the supervisors and the staffs. Asked about the problems that made, Jimma zone government communication affairs employees were unsatisfied with communication in the organization. In addition to the researcher's respondents said

“Unwillingness of supervisors and heads to communicate with their staff and Unwillingness of supervisors to disclose information which may be important or affect the organization and also Rules are confusing and not everyone understands them and comes from the top management”

The study finding from interviews indicated that one of the challenges through the communication tools used was apathy towards the information provided. This could probably lead to dilution of the information provided. In connection with this, a respondent said, ***“I hardly consider the information it is very common to us to be issued with memos and circulars, so unless it affects me I give it less importance.” - Employees.*** These findings concur with Welch and Jackson (2007) who argue that effective communication has to ignite the importance of its message to the audience. It thus matters how much organizational managers are willing to reduce apathy towards information and promote seriousness and action towards organizational objectives. According to one interviewee, to be satisfied with the communication in the organization, ***“It is important to have clear guidelines and have a system that makes sure everyone gets the information they need, but it should not be too rigid. There should still be a room for the personal conversations, the small talk and the opportunity to solve problems at the level it is a problem; and not involve many unnecessary people” - team leader .***

The information passed to them in an organization from the interview with one of the head office, it emerged that employees who are more learned were at times difficult to communicate with. ***“Employees who hold diploma certificates and below are easy to communicate to as they easily take the message as it is compared to those who have degrees and above for they are bound to interpret the message differently and bring about arguments.” –head office.***

Enhancing communication within the organization an interview with one of the respondents indicated that the system has been running the same way with no changes *“We have gotten used to receiving circulars and memos when the information is already late or outdated.”* - Employer. Due to the above problem most of the employees are not satisfied with communication in the organization. In general, communication is important to increase employee motivation, satisfaction and morale. It can assist in decreasing organizational conflict and it can assist in encouraging and building employee commitment and buy-in into the organizational strategy.

2. Existing Channels of Communication in the organization

According the interviewee of this study said management officials and staff meetings carried out when needed. A work owner from a different department also utilizes briefing sessions when they want to inform staff. The management passes a different decision on the staffs’ different means of communication such as through written materials posted on the board of the office and verbal communication with their supervisors. An interview for one of the respondents indicated that *“though the communication flows nicely and somewhat uninterrupted in the office, the workers there seem to share a view that the up and down communication is not good when they try to communicate with people higher up in the big hierarchy. There were downward communication there, but not as much upward”* – supervisor.

“We get a lot of things forced down the top of our heads – and we really can’t say or do anything about it. The organization thinks it is very important to two-way communication – on the outside – but every time you try to take something up with them, they reject you right away” – Employees.. The interviewees said they got most of the information about the organization of their peers’ workers in which horizontal communication concerns the organization. Miller (2003:33) said human relation approach to encourage a multi directional flow of information that assumed to improve the communication satisfaction with the workforce afforded the opportunity to use multiple lines and sources of information about the realization of communication satisfaction. However, informants’ said that in Jimma zone government communication affairs communication between the management and the staffs is mostly downward communication in which more information from managers and supervisors passed to the staff and the information from the staff to the manager or upward communication is almost

low or nonexistent. *“The organization thinks it is very important to two-way communication – on the outside – but every time you try to take something up with them, they reject you right away. [...] there’s hardly any upward communication. They just give the impression that that’s the case – they write down things you say, and then they go home and just forget all about it. Nothing gets done about anything. I don’t expect them to do something about everything we suggest, but I do expect an okay feedback on why they won’t do anything about it, instead of just not hearing anything” – head office.*

Responses from the study interviews indicated that written communication is the most frequently used method of communication while face to face was used within departments during meetings and seminars. Similarly, respondents said, *“It is difficult for most of the employees to get information about the right time because the protocol of communication is very long” - employees.* Another one said, *“Communication considered sensitive is censored making it difficult for it to be effective because of the manner in which it is communicated” -supervisor.* This made the workers not to satisfy with the communication mechanism of the organization. So, this event is true of what.

3. Superior- subordinate communication satisfaction

The interviewee said superior- subordinate communication with Jimma zone government communication office is adequate. The superior/supervisor takes the ideas and what the subordinate wants to do in the organization. The superior is open to deal with problem that the subordinate wants to raise regarding the work in the organization. The superior/subordinate communication seems to be something everyone in the organization had something to say something about. According to one of the interviewed manager, *“As a supervisor it is my job to see that everyone is able to do their job” that means everything from taking the personal and the uncomfortable conversations and to go into battle for his crew with his boss” – supervisor*

The head office and supervisors talk to each other and give each other advice independently of the chain of command – if you have a good advice, or a meaning about something you share it. It seems like an open environment where everyone can talk to everyone. That was also confirmed to me by several of the people I talked to. Employees were open to take downward information about their superior than initiating upward communication with down to top management.

Participants were asked about their organizations' culture. According to the Excellence study (Grunig, Grunig, & Dozier, 2002), a participative culture is one factor contributing to excellent communication. Most participants felt that their organization's communication culture was moving toward a more participative, two-way climate. ***"We used to be very authoritarian, with top-down, one-way communication,"*** said one employer. ***"We are now beginning the journey to build an open, honest two-way communication culture."*** Employees were more dissatisfied with the communication related with their right. These shows employees have no right to talk about their right in the organization which may decrease the level of employees' communication satisfaction in the organization

4. Levels of Communication Integration Satisfaction between Departments

As the jimma zone government communication office consists of five Work Process Owner/ departments, knowing the level of communication integration satisfaction or the degree of satisfaction with information about departmental plans, the requirements of their jobs, and some personnel news plays an important role in the organization. The respondents said though the principle says each and every process owner have to work together on the common vision of the organization, some departments hesitate to give information and reject to took the responsibility they were given to them. Managers do not always understand the function, role or benefits of employee communications, said some participants. Some said that when managers think of employee communications, ***"As long as employees get the information they need, they really don't care where it comes from,"*** –head office. Interview response indicated that there were employees that found some methods of communication more favorable than others, and hence the frequency with which preferred methods was used, the more effective it could be for such employees. For instance, a respondent said ***"If only our organization could use an email which is readily available to me, followed by circulars for reference purposes, I would not miss out on the crucial information that I have missed many times."*** – Employee.

One of the interviewee said that since the numbers of females in the organization were few compared to male workers and most management positions were held by male supervisors this decreased the female communication satisfaction level as compared to male employees in the organization. The workers in the organization were not satisfied with the office's communication to motivate them to meet the organization's goal. Supervisors were not good enough to listen and

pay attention or cannot supervise their employees that may decrease the employees' communication satisfaction with the organization. On the other hand, the respondents added that some employees have no interest to ask about information like departmental plans and news related with the organizations and this resulted in misunderstanding the plans and strategy of the organization. In addition, what the researcher observes during the observation time that most information specially which is assumed to be failure of the organization was put under secret and it is only allowed for chosen individual in the organization. So without the communication integration of each and every Work Process Owner of the organization that can satisfy the employees' interest, it is difficult for the organization to reach on the vision they were planned to reach.

5. Horizontal/Co-worker Communication Satisfaction

Peer coworker communication refers to communication between employees at the same hierarchical level that have no formal authority on one another. Most of the informants said that communication between employees at the same hierarchical level is good at the organization as the employees are freely communicate with each other. The interviewee of this study said most of the employees are happier to communicate with their peers than to management of the organization about different changes, policies and regulation regarding the organization. It is through the horizontal channels/coworker communication that you are likely to increase your knowledge, communication skills, and socialization skills. According to Robbins (2001:289) communication that flows horizontally provides information about the organization, which facilitates organizational integration.

Interview with the respondents confirmed the opinions mentioned in the structured questions. Putting emphasis on the link between respondents and the head of offices, a respondent said, *“In our organization, there is no communication channels to the top executives”- supervisor.* These findings concur with Ewing et al(2003) study on employee communication that found that internal communications should involve a two way process between management and employees and further reach and motivate lower employees in the organization, thus re-emphasizing the importance of open channels in promoting effective organizational communication.

The informants generally agreed that there is good co-worker communication in jimma zone government communication office comparing with other dimension of organizational communication satisfaction. According to one respondent Informal communication with the organization is active and accurate and the employees were satisfied with that communication. Informal communication usually works much faster than the formal communication, and often it works with more accuracy.

6. Decision Making and Conflict Resolution in the organization

Decision Making and Conflict Resolution in the organization Conflict may occur between workers and workers, workers and supervisors at different level in every organization. According to the informants the researcher contacted, conflict occurred between employees in Jimma zone government communication office; however, there were few conflicts between employees which are not resolved in the level of the organization. In that organization there is a formal corrective and grievance process, which it uses to deal with conflict-related matters and which includes formal as well as informal mediation. The informant of this research explains that conflict between employees at the same level is easy to resolve but conflict between staff and management was difficult to resolve since there is no formal and informal way to deal and mediate with the management. According to the interviewee Work Process Owners are peoples to supervise different departments in the organization. As a result decision making is limited to few peoples on the management position which affects the employees' communication and job satisfaction.

Participants were asked how the employee communications could be more effective against helping the organization achieves its goals. Again, responses varied. Two participants said they could be more effective by facilitating two-way communication so employees feel part of the decision-making process. Two-way communication generates greater trust and employee buy-in, said one communicator. The organization did not give the recognition of the good work of the employees and supervisors was not value the problem of their staff which makes the employees dissatisfied with it.in general, the informants generalize that though conflict is a fact of life in every organization, they were not satisfied on the way the organization handle and resolve that conflict through communication.

7. Communication Strength and Weakness of the organization

The informants of the interview including the head management and staff's organization identify the weakness and strength of communication in the organization, the researcher summarized the responses under the team of communication strength and weakness of the organization which somehow may affect the communication satisfaction of the employees. It's as follows:

Communication strength of the organization

- Continuous meeting of the employees and top head management including an editorial board of the organization where everyone has his/her own say regarding the problems and solutions.
- Groups called 5 in 1 group of employees in the organization to discuss different problems they come across daily and weekly

Communication weakness of the organization

- Most communication in the organization is one-way: from management to other employees.
- Managers here are not interested in hearing employee suggestions
- Poor integration between all communication-related issues, including interdepartmental interaction and co-ordination
- Lack of participation of staff and lack of feedback
- Employees do not have a personal influence on decisions and policies of companies
- Insufficient information about "sensitive" subjects such as salary and benefits or promotion opportunities in an organization;
- Supervisors did not encourage employees to express the differences of opinion

To summarize the organizational communication strengths and weaknesses the working condition there is no good relationship with coworkers, like without bonus pay and reward there is no work environment allowing the employees to exercise of creativity to achieve the vision and goals of the organization.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

This chapter provides the conclusion of the study followed by some possible recommendations. The study mainly focused on organizational communication satisfaction for jimma zone government communication affairs office. The research was undertaken in the form combining qualitative and quantitative research methods. The organization's large number is younger employees, from the respondents of these questionnaires 2 participants were females which account 20 percent of the participants. The male participants account 8 which are 80 percent out of the total number of the respondents. Employees were not very dissatisfied or not motivated with their jobs who work under jimma zone government communication affairs.

According to the study, the general communication satisfaction as perceived by the employees was increased in the past six months with some employees' response were decreased with the level of their communication satisfaction in the organization believing, there is some improvement on the employees communication in the organization. The level of information about company policies and goals in the organization was rated as “satisfied” by 4 respondents or 40% of respondents. A further 2 respondents or 20% of the respondents were rated this question as “very dissatisfied” The respondents’ information about their job when compared with others is moderately negative; the remaining negative responses indicate a clear need improvement on overall communication at jimma zone government communication affairs office.

According to the respondents, they were “somewhat dissatisfied” on the organizations recognitions of their effort. The level of information about company policies and goals in the organization was rated as “somewhat satisfied” by 4 respondents or 40% of respondents. These data shows there were not enough information about organization’s policies and goals and employees were not fully satisfied with that information .regarding to grapevine that there is low level of grapevine and most employees are not satisfied with that communication. Employees were more dissatisfied with the communication related with their supervisory communication satisfaction in the organization.

Finally, concerning the strength of communication in the organization, the study found that continuous meeting of the employees and top management including editorial board of the organization where everyone has his/her own say regarding the problems and solutions and the informal mechanism of resolving the conflict when it happens between employees before it reaches the top management in the organization. On the other hand, the weakness of the organization is that most communication in the organization is one-way from management to other employees and employees rarely get feedback when they communicate to managers and the employees themselves were not interested in accepting evaluation, suggestion and criticism from their supervisors.

5.2. Recommendations

On the basis of conclusion drawn, the following recommendations are forwarded in order to improve the level of communication satisfaction in the organization.

Based on conclusion drawn, the following recommendations are forwarded in order to improve the level of communication satisfaction in the organization.

- As communication plays a pivotal role for the happiness of employees and to meet the objectives and goals of the organization, Jimma zone government communication affairs office may consider improving the level of communication in the organization in a way that consider the interest and feedback of employees.
- Developing informal and multi- directional communication in the organization to increase the relationship between employees which can increase communication satisfaction between employees in the organization.
- Formal and rigid communication practices that over emphasis rules in the organization decrease the level of communication satisfaction in the organization,
- As horizontal communication or peer- peer communication is a good example in the organization, the other types of communication or factors of communication satisfaction must also give a priority in the organization.
- Jimma zone, government communication office needs to open their communication channels to employees, departments, and locations can share information and ideas quickly and without constraints.

- Since the study found that the organization was weak in disclosing information on the benefit and pay of employees, the organization may consider opening the channel of talking with their employees.

Finally, the study also found that employees were even not interested in accepting evaluation, suggestion, and criticism from their supervisors. Since evaluation, suggestion, and criticism is a feedback for employees of the organization, the employees have to take feedback from their supervisors for the success of the organization.

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APPENDIX 1

Frequency Table

Extent to which my staff are responsive to downward- directive communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	1	10.0	10.0	10.0
	Indifferent	4	40.0	40.0	50.0
	Somewhat satisfied	4	40.0	40.0	90.0
	satisfied	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

Extent to which to which my staff expect my needs for information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	2	20.0	20.0	20.0
	Indifferent	2	20.0	20.0	40.0
	Somewhat satisfied	1	10.0	10.0	50.0
	satisfied	5	50.0	50.0	100.0
	Total	10	100.0	100.0	

Extent to which I can avoid having communication overload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	3	30.0	30.0	30.0
	Somewhat Dissatisfied	3	30.0	30.0	60.0
	Indifferent	1	10.0	10.0	70.0
	Somewhat satisfied	1	10.0	10.0	80.0
	satisfied	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Extent to which my staff are receptive to evaluations, suggestions and criticisms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	1	10.0	10.0	10.0
	Dissatisfied	2	20.0	20.0	30.0
	Indifferent	1	10.0	10.0	40.0
	Somewhat satisfied	3	30.0	30.0	70.0
	satisfied	3	30.0	30.0	100.0
	Total	10	100.0	100.0	

Extent to which my staff feel responsible for initiating accurate upward communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	1	10.0	10.0	10.0
	Dissatisfied	2	20.0	20.0	30.0
	Somewhat Dissatisfied	2	20.0	20.0	50.0
	Indifferent	2	20.0	20.0	70.0
	Somewhat satisfied	1	10.0	10.0	80.0
	satisfied	1	10.0	10.0	90.0
	very satisfied	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

APPENDIX 2

Jimma University

College Of Social and Humanity Department of English Language and
Literature

Employee's Organizational Communication Satisfaction Questionnaire

Dear Employee:

This questionnaire is designed to find how you feel about employee's organizational communication satisfaction and related issues at in Jimma zone government communication affair's office. This study is being conducted by Buzuayehu Girma from the University of Jimma, if the study is to help, it is important that you answer each question as thoughtfully and frankly as possible. Your answers to these questions will be kept confidential. All questionnaires will be taken to the University of Jimma for data analysis. Thank you for your cooperation and assistance. I hope you find this questionnaire interesting and thought provoking.

Thank you

Buzuayehu Girma

0911388179

buzejcr@yahoo.ca

I. Background Information

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

2. Sex? A. Male B. Female

3. 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

4. How long have you worked for the organization? A. Less than 1 year, B. 1 – 4 years,

C. 5 –8 years, D. 9+ years

5. Please indicate which best indicates your formal education. 1.No schooling 2.Elementary school 3.High School 4.College Diploma 5.First degree, 6.Second degree and above

6. How satisfied are you with your job? (Check one) 1. Very dissatisfied 2. Dissatisfied
3. Somewhat dissatisfied 4. In different 5.Somewhat satisfied 6.Satisfied 7. Very Satisfied

A. Listed below are several kinds of information often associated with a person’s job. Please indicate how satisfied you are with the amount and/or quality of each kind of information by circling the appropriate number at the right.

1	2	3	4	5	6	7
Very dissatisfied	Dissatisfied	Somewhat Dissatisfied	Indifferent	somewhat Satisfied	Satisfied	Very Satisfied

8.	Information about my progress in my job.	1	2	3	4	5	6	7
9.	Personnel news	1	2	3	4	5	6	7
10.	Information about company policies and goals	1	2	3	4	5	6	7
11.	Information about how my job compares with others	1	2	3	4	5	6	7
12.	Information about how I am being judged.	1	2	3	4	5	6	7
13.	Recognition of my efforts	1	2	3	4	5	6	7
14.	Information about departmental policies and goals	1	2	3	4	5	6	7
15.	Information about the requirements of my job.	1	2	3	4	5	6	7
16.	Information about government regulations affecting the j JZGCAO	1	2	3	4	5	6	7

17.	Information about changes in the JZGCAO	1	2	3	4	5	6	7
18.	Reports on how problems in my job are being handled	1	2	3	4	5	6	7
19.	Information about employee benefits and pay	1	2	3	4	5	6	7
20.	Information about profits and/or financial standing.	1	2	3	4	5	6	7
21.	Information about achievements and/or failures of the office	1	2	3	4	5	6	7

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

1	2	3	4	5	6	7					
Very dissatisfied	Dissatisfied	Somewhat Dissatisfied	Indifferent	somewhat Satisfied	Satisfied	Very Satisfied					
22.	Extent to which my managers/supervisors understand the problems faced by staff				1	2	3	4	5	6	7
23.	Extent to which the office's communication motivates me to meet its goals.				1	2	3	4	5	6	7
24.	Extent to which my supervisor listens and pays attention to me.				1	2	3	4	5	6	7
25.	Extent to which office employees have great ability as communicators.				1	2	3	4	5	6	7
26.	Extent to which my supervisor offers guidance for solving job related problems				1	2	3	4	5	6	7
27.	Extent to which communication in the office makes me identifies with it or feels a vital part of it.				1	2	3	4	5	6	7
28.	Extent to which the office communications are interesting and helpful				1	2	3	4	5	6	7

29.	Extent to which my supervisor trusts me.	1	2	3	4	5	6	7
30.	Extent to which I receive in time the information needed to do my job.	1	2	3	4	5	6	7
31.	Extent to which conflicts are handled appropriately through proper communication channels	1	2	3	4	5	6	7
32.	Extent to which the grapevine is active in the office	1	2	3	4	5	6	7
33.	Extent to which my supervisor is open to ideas	1	2	3	4	5	6	7
34.	Extent to which communication with other employees at my level is accurate and free flowing	1	2	3	4	5	6	7
35.	Extent to which communication practices are adaptable to emergencies	1	2	3	4	5	6	7
36.	Extent to which my work group is compatible	1	2	3	4	5	6	7
37..	Extent to which our meetings are well organized	1	2	3	4	5	6	7
38.	Extent to which the amount of supervision given me is about right.	1	2	3	4	5	6	7
39.	Extent to which written directives and reports are clear and concise.	1	2	3	4	5	6	7
40.	Extent to which the attitudes toward communication at the office are basically healthy.	1	2	3	4	5	6	7
41.	Extent to which informal communication is active and accurate.	1	2	3	4	5	6	7
42.	Extent to which the amount of communication at the office is about right.	1	2	3	4	5	6	7

C. For the next five questions, indicate your satisfaction with the following only did face to face interview with researcher.

1	2	3	4	5	6	7					
Very dissatisfied	Dissatisfied	Somewhat Dissatisfied	Indifferent	somewhat Satisfied	Satisfied	Very Satisfied					
43	Extent to which my staff are responsive to downward- directive communication				1	2	3	4	5	6	7
44	Extent to which to which my staff expect my needs for information				1	2	3	4	5	6	7
45	Extent to which I can avoid having communication overload.				1	2	3	4	5	6	7
46	Extent to which my staff are receptive to evaluations, suggestions and criticisms				1	2	3	4	5	6	7
47	Extent to which my staff feel responsible for initiating accurate upward communication				1	2	3	4	5	6	7

48. If the communication associated with your job could be changed in any way to make you more satisfied, please indicate how. -----

Thanks for Your Cooperation!

APPENDIX 3

Yunivarsittii Jimmati Muummee English language fi literature gosa barnotaa public relation and corporate communication

Kabajamtoota Hojjettoota wajjiraa Komunikeeshinii Dhimmotaa Mootummaa goddinaa jimmaa, Ani yuunivarsitii jimmatii barataa digirii lammaffaa yoon ta’u barreefama qo’annoo mata dureen isaa “employee Communication Satisfaction .The case of jimma zone Communication Affairs office” jedhu irratti hojjechuuttin argama. Xiyyeefannaan qo’annoo kana komunikeeshinii dhaabbatichaa saayinsii komunikeshinii waliin walqabsiisuudhaan maal akka fakkaatu ilaalu fi hagam tokko akka quubsaa ta’e qorachuufi. Kanaaf gaaffiwwan dhiyaataniif deebii sirrii ta’e akka naaf deebistan kabajaan isin affeerera. Kanaan walqabatee deebii yokiin yaadni isin asirratti kennitan iccitii kan ta’eefi barreefama kamiyyuu irratti kan hin maxxafamne waan ta’eef walabaan yaada isinitti dhagayame akka deebistan isin gafaadha. Gaafiwwan kennaman sirriitti deebisuuf qajeelfamoota kennaman sirriitti akka dubistan isin gaafachaa, yoo gaafii qabattani fi waan isiniif galuu dide kara armaan gadii yoo na qunnaamtan baayyen isin galateefadha!

Email: buzejcr@yahoo.com

Lakk. Mobile: 0911388179

Hirmaannaa Keessaniif Galatooma!!

I. QAJEELFAMA Kanneen armaan gadii itti maruun debii keessan agarsiisa.

1. Umurii kee hagami? A. 20 gadi B. 21- 29 C. 30 -39 D. 40 -59 E. 60+
2. Saala kee? A. dhiira B. dhalaa

3. Sadarkaa hojii amma irra jirtu kana irra hagamiif turte? A. Waggaa 1 gadi B. Waggaa 1-4 C. Waggaa 5- 8 D. Waggaa 9 oliif

4. Dhaabbata kana keessa waggaa meeqaaf hojjete?

A. Waggaa 1 gadi B. Waggaa 1-4 C. Waggaa 5- 8 D. Waggaa 9 oliif

5. Sadarkaa barnoota idilee kee agarsiisi. A. Barnoota sadarkaa lammaffaa gadi B. Barnootaa sadarkaa lammaffaa C. Diipiloomaa D. Digirii E. Digirii lammaffaa fi isaa olii

6. Hagam tokko hojii keessaniti gammadda? 1. Baayyee itti hin gammadne 2. Itti hin gammadne 3. Hanga tokkoo itti hin gammadne 4. Yaada hin qabu 5. Ittan gammada 6. Hanga tokkoo ittan gammada 7. Baayyeen itti gammada

7. Ji'oottan 6'n darban keessatti sadarkaa kommunikeeshinii dhaabbatichaa fi gammachuu hojii kee irratti qabdu akkamitti ilaalta ? 1. Jijjiirama hin qabu 2. Baayyee dabale 3. Gadi bu'e

A .Kanneen armaan gadii kuni odeeffannoo adda addaa hojii kee waliin walqabatani dha. Hangaa fi qabiyyee odeeffannoo argatte irratti hundaa'un hangam akka itti quuftan /gammaddan (satisfaction) lakkoofta sirrii ta'etti maruun akka naaf deebistan isin gafaadha.

1	2	3	4	5	6	7
Baayyee Quubsaa Miti	Quubsaa Miti	hanga tokoo qubsaa dha.	yadaa hin qabuu	hanga tokoo qubsaa dha.	qubsaa dha	bayee qubsaa dha

8.	Odeeffannoo adeemsa hojii koo irratti	1	2	3	4	5	6	7
9.	Odeeffannoo humna namaa dhaabbatichaa ilaalchisee	1	2	3	4	5	6	7
10	Odeeffannoo kaayyoo fi imaammata dhaabbatichaa ilaalchisee	1	2	3	4	5	6	7

11	Odeeffannoo hojii koo yeroo kan nama birattin yoon walmadaalchisu	1	2	3	4	5	6	7
12	Odeeffannoo haala madaallii hojii koo irratti	1	2	3	4	5	6	7
13.	Carraaqqii hojii koof beekkamtii argachuu irratti	1	2	3	4	5	6	7
14.	Odeeffannoo imammaata fi kaayyoo caasalee dhaabbatichaa irratti	1	2	3	4	5	6	7
15.	Odeeffannoo wantoota hojii koof barbaachisan irratti	1	2	3	4	5	6	7
16.	Odeeffannoo seera mootummaa kan dhaabbata kana miidhu ilaalchisee	1	2	3	4	5	6	7
17.	Odeeffannoo jijjiiramoota dhaabbata keessa jiran irratti	1	2	3	4	5	6	7
18.	Gabaasa haala qabiinsa rakkoolee hojii koo irratti	1	2	3	4	5	6	7
19.	Odeeffannoo fayyadamummaa fi kaffaltii hojjeetotaa irratti	1	2	3	4	5	6	7
20.	Odeeffannoo bu'aa fi faayinaansii dhaabbatichaa ilaalchisee	1	2	3	4	5	6	7
21.	Odeeffannoo jajjabinaa fi dadhabina dhaabbatichaa irraatti	1	2	3	4	5	6	7

B. Gaafiwwan armaan gadiif kommunikeeshinii dhaabbata keessanii ilaalchisee hagam akka itti quuftan /gammaddan filannoo kennaman keessaa tokkotti maruun akka deebistan isin gaafadha.

1	2	3	4	5	6	7				
Baayyee Quubsaamiti	Quubsaamiti	hanga tokoo qubsa dha.	yadaa hin qabuu	hanga tokoo qubsa dha.	qubsa dha	bayee qubsa dha				
22	Hogganaan kee hagam rakkoo kee siif hubata			1	2	3	4	5	6	7

23	Kommunikeeshinii dhaabbatichaa kaayyoo dhaabbatichaa dhugoomsuuf hagam sikakaasa	1	2	3	4	5	6	7
24	Hogganaan koo yaada koo hagam dhaggeeffata /hordofa	1	2	3	4	5	6	7
25	Akka beekaa kommunikeeshinii tokkootti, hanga dandeettii hojjetootni dhaabbatichaa qaban ilaalchisee	1	2	3	4	5	6	7
26	Dandeettii hoogganaan kee rakkoolee hojii waliin walqabatan hiikuuf qabu hagami	1	2	3	4	5	6	7
27	kommunikeeshinii dhaabbaticha keessa jiru hagam na boonsisa	1	2	3	4	5	6	7
28	Barbaachisummaa fi faayidaan kommunikeeshinii dhaabbatichaa hagami	1	2	3	4	5	6	7
29	Hoogganaan koo hagam na amana	1	2	3	4	5	6	7
30.	Hojii koo hojjechuuf hangan ani odeeffannoo waayitawaa argadhu	1	2	3	4	5	6	7
31.	Hanga walitti bu'iinsi/ waldhabbi karaa kommunikeeshinii sirriin furmaata argatu	1	2	3	4	5	6	7
32.	Odeeffanoon al-idilee ta'e hagam dhaabbaticha keessa jira	1	2	3	4	5	6	7
33.	Hoogganaan koo yaada koo fudhachuuf fedhii hagamii qaba	1	2	3	4	5	6	7
34.	Kommunikeeshiin hojjetoota sadarkaa tokko irra jiran waliin godhamu hagam sirrii fi bilisa	1	2	3	4	5	6	7
35.	Rakkoowwan tasaaf gochawwan kommunikeeshinii	1	2	3	4	5	6	7

	hagam furmaata							
36.	Gareen hojii koo hagam waliif galu	1	2	3	4	5	6	7
37.	Qindoomini walgahii keenya hagami	1	2	3	4	5	6	7
38.	Gorsa naaf kennamu keessaa waa'en mirga hagami	1	2	3	4	5	6	7
39.	Qulqullinni fi iftoominni barreefamoota fi qaajelfamoota darbanii hagami	1	2	3	4	5	6	7
40.	Ilaalchi dhaabbatichi kommunikeeshiniif qabu hagam gaarii dha	1	2	3	4	5	6	7
41.	Kommunikeeshiniin al-idilee hagam sirrii fi hojii irra oolaa jira	1	2	3	4	5	6	7
42.	Kommunikeeshinii dhabbaaticha godhamu keessa hagamtu waa'e mirgaat	1	2	3	4	5	6	7

C. Itti gaafatamaa /hojii geeggeessaa qofaaf, Gaafiwwan shaman (43-47) itti aananiif kommunikeeshinii dhaabbatichaa ilaalchisee hagam akka itti gammaddan/itti quuftan agarsiisaa

43.	Hojjetootni qajeelfama olii dhufu fudhachuuf hagam itti gafatamuumma qabu	1	2	3	4	5	6	7
44.	Hojjeetotni odeeffannoo akkan isanirra barbaadu hagam beeku	1	2	3	4	5	6	7
45.	Kommunikeeshinii hin fayyaadne balleesuf hagaman carraaq	1	2	3	4	5	6	7
46.	Hanga hojjetootni dhaabbatichaa madaallii, yaada fi qeeqa kennamu fudhachuuf qaba	1	2	3	4	5	6	7

47.	Itti gafatammummaa kommunikeeshinii jalaa-ol (upward communication) fudhachuu irraatti fedhiin hojjetootaa hagami	1	2	3	4	5	6	7
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48. Yoo kommunikeeshiniin dhaabbatichaa keessaa ga'aa /gammachiisaa hin taane akkam yoo ta'e akka sigammachiisu yaada kee barreessi -----

Baayyee Galatoomaa!

APPENDIX 4

In-depth interview questions

1. What is the role of communication in the organization?
2. What channels of communication exist in the organization?
3. How do especially the managers view communication in the organization?
4. How integrated do you believe communication is in the organization?
5. What are the communication strengths and weaknesses of your organization?
6. How does the organization build and secure high employee morale and satisfaction?
7. How is conflict resolved in the organization?
8. What is the organization doing to improve communication?

APPENDIX 5

Gaaffilee Afaan Oromo gaafi fi deebif qopha'an

- Komunikeeshini idilee fi al- idiilee dhabaata kessan kessaattii maal fakkataa?
- Sirmii kommunikeeshini dhaabbata keessani maal fakkaata fi ga'een kommunikeeshiin dhabbaata kessaan kessaatti qaabu maal sittii fakkataa?
- Akka hojii geggeessa tokkottii kommunikeshinii dhabbataa kessani akkamittii ilaaltuu
- Haalii kommunikeshinin ittii ilaalamuu fi hallii hojii irraa oolaa ittii jiruu akkamitti ilaaltu
- Dhabbata keessan kessattii faayidaan kommunikeshinii hojjeetotaa gidduttii godhamuu maal jetanii yaaduu
- Dadhabinii ykn cimminii komunikeshinii dhabataa kessanii maalii
- Fedhii hojjetoota dhabatichaa dabaluuuf maaltu hojjeetama jiraa
- Walittii bu'insii kan jiraatu yoo ta'ee akkamittii furmataa argaata
- Yaada hojjetoota keessumessu irraatii hogaansi keessan maal fakkata

APPENDIX 6

Coded Themes for In-Depth Interview Data

Code	Themes
1.	Communication Satisfaction in the organization
2	Existing channels of communication in the organization
3	Superior subordinate communication
4	Levels of communication integration between departments
5	Co –worker communication
6	Decision making and conflict resolution
7	organizational communication strength and weakness