



**THE ROLE OF ORGANIAZTIONAL
COMMUNICATION ON EMPLOYEES'
PRODUCTIVITY: THE CASE OF BURIE
KOOL MINERAL WATER AND SOFT
DRINKS PLANT**

BY:

TADDELE DERSO

January, 2016

Adama, Ethiopia

**THE ROLE OF ORGANIAZTIONAL
COMMUNICATION ON EMPLOYEES'
PRODUCTVITY: THE CASE OF BURIE KOOL
MINERAL WATER AND SOFT DRINKS PLANT**

By:

TADDELE DERSON

Advisor:

Tarekegn Dea (PhD)

**A Research Project Submitted to Department of
Management in partial fulfillment of the requirement
for Master Degree in Business Administration**

Adama Science and Technology University

School of Business and Economics

January, 2016

Adama, Ethiopia

DECLARATION

Taddele Derso, hereby declare that the thesis entitle “The role of organizational communication on employees productivity: The Case of Burie Kool Mineral Water and Soft Drinks Plant”, Submitted to Adama Science and Technology University, Department of Management in partial fulfillment of the Degree of Master in Business Administration is my original work, and has not been conducted and/or presented for any other institutions. Meanwhile, all sources of material used for the thesis has been duly acknowledged.

Name: Taddele Derso

Signature _____

Date _____

Adama, Ethiopia

LETTER OF CERTIFICATION

This is to certify that Taddele Derso has carried out his project work on the topic of **“The Role of Organizational Communication on Employees Productivity: The case of Burie Kool Mineral Water and Soft Drinks Plant”** under my supervision. This work is original in its nature and it is suitable for submission in partial fulfillment of the requirements for the award of Masters Degree in Business Administration [MBA].

Advisor: Tarekegn Dea (PhD)

Signature _____

Date _____

Thesis Approval Form

Student's Name: **Taddele Derso**

Degree sought Master in Business Administration

Thesis title: The Role of organizational communication on employees productivity: The case of Burie Kool Mineral Water and Soft Drinks Plant.

University: Adama Science and Technology

We, the undersigned, recommended that the thesis stated above be accepted in partial fulfillment of the degree requirement.

Approved by Thesis Advisor:

_____	_____	_____
Advisor's Name	Signature	Date

Board of Examiner's:

_____	_____	_____
External Examiner	Signature	Date

_____	_____	_____
Internal Examiner	Signature	Date

_____	_____	_____
Chairman Person	Signature	Date

Approved by the Department

_____	_____	_____
Head of Department	Signature	Date

ACKNOWLEDGMENT

First and for most I would like to thank everlasting God for his kindness, mercy and guidance through my life and who gives me strength and patience for staying in Adama Science and Technology university and to write this research paper. Then, I would like to express deepest gratitude to my advisor Dr. Tarekegn Dea without whose guidance and direction this research would have been possible. He devoted much of his time in giving constructive and supportive ideas as well as correcting and directing me to write the research. I am deeply grateful for his support through the entire process of the research.

Next, my special respect and thanks for my great and beloved family especially my mother, Abeba Mekonnen, for her constant encouragement and morale support from the very beginning to the end of my research work. Finally, I would like to acknowledge all the encouragements, helps of my best friends, they told me many methods to the study, and helped me to improve my research competence.

TABLE OF CONTENTS

Contents	Page
ACKNOWLEDGMENT	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
ABSTRACT	vii
CHAPTER ONE	
INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the problem	3
1.3 Objectives of the study	6
1.3.1 General Objective	6
1.3.2 Specific Objectives	6
1.4 Research questions	6
1.5 Scope of the study	6
1.6 Limitations of the study	7
1.7 Significance of the study	8
1.8 Operational Definition	8
1.9 Organization of the study	9
CHAPTER TWO	
REVIEW OF THE RELATED LITERATURE	10
2.1 Theoretical Review	10
2.1.1 Organizational Communication	11
2.1.2 Characteristics of Effective Organizational Communication	12
2.1.3 Components and Process of Organizational Communication	13
2.1.4 Methods of Organizational Communication	17
2.1.5 Function of Organizational Communication in Organizations	26
2.1.6 Factors or Barriers Affecting Organizational Communication	28
2.1.7 Theoretical Perspectives of Organizational Communication.....	29

2.1.7.1 Classical Management Perspective.....	29
2.1.7.2 Human Relations Perspective	31
2.1.7.3 The Human Resources	32
2.1.7.4 Systems Perspective	33
2.1.7.5 Cultural Perspective	33
2.1.2 The concept of Productivity	34
2.2 Empirical Review of Relationship Between Communication and Productivity.....	35
2.3 The Conceptual Framework of the study.....	38
 CHAPTER THREE	
METHODOLOGY OF THE STUDY	40
3.1 Research Design	40
3.2 Population and Sampling Framework	40
3.3 Sampling Design	41
3.4 Data Collection Methods	41
3.5 Data Analysis	43
 CHAPTER FOUR	
DATA PRESENTATION AND ANALYSIS	45
4.1 Demographic Characteristics of Respondents	45
4.2 Descriptive Statistics and Inferential Statistics of Respondents	48
4.2 Discussion of Research Findings	65
 CHAPTER FIVE	
CONCLUSIONS AND RECOMMENDATIONS	69
5.1 Summary of findings	69
5.2 Conclusions	70
5.3 Recommendations	71
5.4 Space for future research	73
REFERENCES	74
 Appendices	
Appendix 1 Organizational Communication Questionnaires	
Appendix 2 Amharic Version of Organizational Communication Questionnaires	

LIST OF TABLES

Table

Table 4.1 Gender of Respondents	45
Table 4.2 Age of Respondents	45
Table 4.3 Educational Background of Respondents	46
Table 4.4 Responsibility of Respondents	47
Table 4.5 Tenure or Work experience of Respondents	47
Table 4.6 Descriptive statistics of work-related communication items	48
Table 4.7 Descriptive statistics of communication satisfaction items	49
Table 4.8 Descriptive statistics of flows of communication items	51
Table 4.9 Descriptive statistics of the overall communication dimensions	52
Table 4.10 Descriptive statistics for the overall productivity of employees	53
Table 4.11 Pearson Correlations of work-related communication items and productivity of employees	54
Table 4.12 Pearson Correlations of communication satisfaction items and productivity of employees	56
Table 4.13 Pearson Correlations of flows of communication items and productivity of employees	58
Table 4.14 Pearson Correlations of the overall communication dimensions and productivity of employees	60
Table 4.15 Regression Model for organizational communication dimension	62
Table 4.16 Regression Model for Coefficients	63

LIST OF FIGURES

Figure

Figure 1.1 The Communication Process Model	16
Figure 1.2 The Conceptual Model of the study	39

ABSTRACT

The crucial reason for conducting this research was to investigate the role of organizational communication in enhancing employees' productivity in the case of Burie Kool and Mineral Water Company. It defines organizational communication and presents its various objectives. The researcher used explanatory or causal research design. Random sampling techniques specifically lottery system used in selecting the respondents. Questionnaires were administered to the respondents to get the needed information. The paper reviews the literature investigating the relationship between communication and employees productivity. Therefore, it can be concluded that organizational communication has a positive relationship with productivity of employees.

The paper offers conceptual model, which identifies different variables that facilitating effective communication and finally ensuring employees productivity. In addition, it highlights the aspects of organizational communication that has proven to be useful for employees' productivity in business organizations. It would be value to practitioners and researchers seeking to develop their communication skills and encourage members of staff to demonstrate improved results. It was proposed that managements should concentrate on effective communication systems in order to enhance productivity of employees in Burie Kool and Mineral Water Company.

Key words: Organization, Communication, Organizational communication, Productivity

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

It is not possible to have good human relations without communication. On the other hand, effective organizational communication is required for not only human relations but also for a good and productivity of organization. In practice, there is no organization without communication. There are organizations with bad communication and these cannot be considered productive organizations. Organizational communication as a scientific discipline is not new but recently it has been recognized as a field of academic study. The reasons for this are needs and concerns of modern business that managers of new age must be good speakers in order to build trust among employees, which will later result confidence in the company and achieve productivity of employees.

Employees productivity is one of the most widely studied and embraced constructs in marketing. Therefore, identifying and improving that can limit the productivity of employees is the crucial step for the company, which wants to be a step forward than its competitors. For a business to be successful in the long run, it must achieve higher productivity of employees as the highest goal of a company. Indeed, it can be argued that employees' productivity is the primary obligation of corporate functions together and directs corporate resource allocation.

According to Kolter (2006), communication is the means by which firms attempt to inform, persuade and remind consumers directly or indirectly about the products and brands, they sell. Communication is a way of achieving productivity of employees in business companies. It is the means by which people are linked together, how they function into achieve a common goal. Communication is transactional, involving two or more people interacting within a defined environment. Without effective communication among different parties, the pattern of relationships that we call organization will serve no one's needs. Koonth (2001) defines organizational communication as the transfer of information from the sender to the receiver with the information being understood by the receiver. Onuoha (1991) agrees, calling it "the process of transmitting meanings, ideas and information from sender to receiver."

Hybels and Weaver (2001) see communication as “any process in which people share information, ideas and feelings, and that involves not only the spoken and written word but also body language, personal mannerism and style”- anything that adds meaning to a message. The study of organizational communication involves the intersection of two complex concepts, “organization” and “communication.” Both have been defined and approached in a variety of ways. An organization such as a business company is a group of people whose activities are coordinated to achieve both individual and collective goals.

Currently, companies have learnt that a congenital relationship between subordinates and superiors is very vital. They spend a considerable amount of money to build an effective communication system so that information flows from one end to the other quickly and effectively. Moreover, this is a corner stone for the achievement of organizational goals and objectives. Communication, the link between an organization and its members, plays an essential part in the managerial process. When you understand how an organization communicates, you are better equipped to become a productive member of the group. Communication occurs through both formal and informal channels, and it flows up and down the hierarchy, as well as across the lines of authority.

When companies are in a position to clearly see and correct the communication problems that arise within the company, then they are likely to make appropriate decisions with an optimal resource and also achieve organizational objectives in the most efficient and effective manner. Many companies, even the respected ones, are finding it too difficult to correct such problems. They have been looking for a “quick fix” for decades. For instance to have a single corporate culture is the dream of many organizations, but an aspect that does not come over night. At the same time, organization theorists have attempted to discover the perfect model to describe all organizations, having a better understand the role of communication in the organization, the researcher need to review the theories in related review literature part of the research.

This research, therefore, gives due attention to investigate the role of organizational communication on employees’ productivity in Burie Kool and Mineral Water Company. Burie is a town in Western Ethiopia located in Mirab Gojjam Zone of the Amhara region. It enjoys a flourishing small business and connection point of business between Welega, Gondar and shewa. An agricultural training college and a mineral water factory are the main modern industrial

opportunities in the town. Burie is located at a group of hot springs that were popular during the 19th century for their therapeutic properties.

MOHA Soft Drinks Industry S.C was established on may 15, 1996 acquiring Nifas Silk Plan, Tekele Haimanot Plant, Gondar Plant, and Dessie plant from the Ethiopian Privatization Agency with paid capital of birr 108,654,000. The company currently has seven operating units including Summit plant, Burie plant and the recently inaugurated Hawasa plant in the Southern Nations and Nationalities People's Region. The major products of MOHA Soft Drinks S.C are Pepsi Cola, Miranda Orange, 7-up, Miranda Tonic, Miranda Apple (all Pepsi Brands.), and kool (Burie kool and Tossa bottled water products.). Hence, Burie Kool and Mineral Water Company is among that company which is found in Burie town, in Western Gojjam Zone of Amhara region, around 130 kms far away from Bahir Dar city.

1.2 STATEMENT OF THE PROBLEM

Effective communication is very important for the creation of productive employees in a company. If there is no communication in the company, the company can be considered as a bad and unproductive. Bad communication between managers and employees will result in conflicts inside the company, which will further lead to more declines, and in the end, it will not be possible to reach company's strategic goals. On the other hand, regular communication, especially with young employees will stimulate employees' creativity and experience shows that it is better to work with creative employees.

As many studies indicate, poor performance of employees' productivity is a direct impact on the failure of good organizational communication of the company. Therefore, until the problem reduced, the performance of the employees' productivity will be under question. The relationship between employers and employees is not smooth, because there are so many organizational problems that can hinder the fulfillment of desired organizational goals. In fact, low productivity of employees seems to be one of the major prevalent problems in Ethiopian business companies. The most important role of organizational communication is relationship building. This will raise morale of employees and contribute to strategic goal of the organization. Definitely, it is not possible to make any business without good organizational communication and the employees are the most important stakeholders of any organization.

Having in mind the above concepts, the researcher describes the problems of organizational communication on employees' productivity in Burie Kool and Mineral Water Company. Poor organizational communication is one of the obstacles of many Ethiopian business companies. As a result, the researcher will justify the problems of poor organizational communication, which have a negative impact on employees' productivity. Because of these, the researcher includes a brief discussion of practical and theoretical framework that triggered my interest to undertake the study more specifically I need it. Then, the researcher expected to find the basic solutions, which enhance employees' productivity by overcoming poor organizational communication within the company.

Effective communication is needed for productivity. Open or effective communication is not always obtained. Diwan (2000) asserts, "The problem of effective communication is unfortunately greater than just the recognition of its scale and importance." People may be unaware that their attempts at communicating have not been successful. Koonth (2001) summarizes the barriers against communication, saying, "Communication problems are often symptoms of more-rooted problems. For example, poor planning may be the cause of uncertainty about the direction of the organization.

Onuoha (1991) notes the following barriers of organizational communication such as Communication overload, badly expressed message, in appropriate medium or language, Poor listening or decode and premature evaluation arising from lack of understanding, Grapevine with informal organizations with in organization, and Bureaucracy

The study of organizational communication developed because of the rapid changes brought on by the industrial revolution in the past 150 years. Like most of our field's specializations, Organizational communication as a discipline grew tremendously over the 20th century, but accompanying that growth was a struggle to establish a clear study of the field. As communication evolves, research continues to develop, and this specialization continues to redefine itself.

In the early stages, the emphasis was on the organizational leaders giving public presentations. More recently emphasis has focused on all levels of interaction in organization, because interpersonal relationships are a large part of organizational communication, it makes sense that

a great deal of research focuses on how interpersonal relationships are conducted within the framework of organizational hierarchies. Thus, communication in superior-subordinates relationships is a focal point for many organizational researchers (Stohl and Redding, 1987, Putnam and Cheney, 1985).

Today scholars continue to define and redefine the focus, boundaries and future of the field (Thompson and Wanka-Thibault, 2001). Why it is that organizational communication is such an interesting concept for researchers to study? Apparently, a great deal of the answer to this question can be found in the importance of what has been revealed having for the success of organizations.

Open communication has for example been found to be positively correlated with employees satisfaction with the organization (Koike, Gudykunst, William, Lea and Ting-Toomey, 1989). In situations where an open dialogue between superiors and subordinates is present, a high degree of trust to the change process will be created (Mac, 1999).

The previous researchers have been emphasizes on the more developed nations specifically in the United States of American Companies and other more advanced industries in the world. They did not give a great attention on less developed nations like African countries including Ethiopia. Currently the researcher has focused on Ethiopian Business Companies on the area of organizational communication specifically on Burie Kool and Mineral Water Company, and it gives a special attention on how organizational communication can enhance employees' productivity. Moreover, the researcher wanted to add existing knowledge or fill the gaps to the existing literature, and improve the practice of effective communication in order to enhance employee's productivity. The core aim of the present paper attempted to give a brief review of studies within the field of organizational communication. Therefore, it should be clarifies that the relationship between organizational communication and employees' productivity needs to be investigated in a particular context, which is Burie Kool and Mineral Water Company, in the current study.

1.3 OBJECTIVES OF THE STUDY

1.3.1 GENERAL OBJECTIVE

The general objective of this research was to investigate the role of organizational communication on employees' productivity with Burie Kool and Mineral Water Company.

1.3.2 SPECIFIC OBJECTIVES

The specific objectives of the study are:

- To find out the most common organizational communication dimensions that affect employees' productivity
- To identify components of communication which have an effect on employees' productivity
- To suggest some possible solutions that are assumed a paramount importance to the problem.

1.4 RESEARCH QUESTIONS

- How an organizational communication dimensions affect employees' productivity?
- Which components of communication have an effect on employees' productivity?
- What are the possible solutions that assumed to be of a paramount importance to the problem?

1.5 SCOPE OF THE STUDY

The findings of the research would be more fruitful if it conducted widely by including other similar companies. Nevertheless, resources are scarce; it would be tedious and out of the reach of researcher to include all companies. Thus, the study is delimited to treat the problems in Burie Kool and Mineral Water Company only. The scope of the study is also delimited to investigate the role organizational communication on employees' productivity. The time is also delimited in terms of time coverage to post-social to clearly deal with the current problem.

1.6 LIMITATION OF THE STUDY

My research question concern role of organizational communication on employees' productivity, choice of domain is limited only to Burie Kool and Mineral Water Company and their situation. In this manner, the purpose of this study is not generalizing my findings to all organizations of the private and public sectors. I seek deeper understanding of this exact situation, which in turn may clarify relationship between organizational communication and productivity of employees'. I understand how important and complex this concept is; it could have value to my research. Nevertheless, I had limited my selves to this concept only due to time constraints and focus on the domains of most interest. Another concern is the perceptual nature of the data. As most scholars or experts testify, employees' perceptions may or may not be grounded in reality. By identifying some of the potentially confounding variables, the researcher hope the conclusions reached can be appropriately framed.

The limitations of the current research as a communication study only focused on the direct role of communication in the process of employees' productivity. However, there are other factors which may also influential in the process, for instance, like the literature suggested interpersonal relationships, cohesion, leadership style, communication climate, and so on. Moreover, the other organizational outcomes such as absenteeism, job satisfaction, organizational change, employees' turnover, and so on could also be included. Last of all, lack of availability of financial resources, lack of reference books, journals, and constraints on accesses of review related on the field is considered.

1.7 SIGNIFICANCE OF THE STUDY

- ❖ In addition to showing how the organizations understudy may be able to create a milieu under which they could develop sound organizational communication systems to enhance productivity of employees'
- ❖ Enriches the knowledge of the reader on the role of organizational communication on employees' productivity
- ❖ May provide necessary recommendations to minimize the major problems related to employees' productivity performance
- ❖ May add to the existing literature and may serve as an additional source of reference
- ❖ May serve as a springboard for other researchers who want to make further investigations in the area and to conduct detailed research of the problem.
- ❖ Lastly, high levels of employees' productivity translate into positive word-of mouth product endorsement. These endorsements influence the purchase outcomes for (1) friends and relatives and (2) business associates

1.8 OPERATIONAL DEFINITIONS

To insure that terminology used in this study is clear, a brief description of the key terms and concepts related to organizational communication is provided:

Organization: a consciously coordinated social unit composed two or more people that functions on a relatively continuous basis to achieve a common goal or sets of goals (Stephen P. Robbins, 2001).

Communication: is the means by which firms attempt to inform, persuade and remind consumers directly or indirectly about the products and brands, they sell (Kolter, 2006).

Organizational Communication: the process whereby members gather pertinent information about their organization and the changes occurring within it (Kreps, 1990).

Productivity: it is about effective and efficient use of all resources (Teng, 2013).

1.9 ORGANIZATION OF THE STUDY

The research is organized into five chapters. The first chapter deals with the problem and its approach. The second chapter is concerned with presenting the review of the related literature. The third chapter focused on the methodology of the study. The fourth chapter deals with data presentation and analysis. Chapter five is about conclusion and recommendation.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 Theoretical Review

The purpose of this chapter is to review the literature of organizational communication with particular attention to those parts of the literature that address the problem of organizational communication on employees' productivity. The researcher tried to explain two chosen domains that have been used as the theoretical basis for the research, namely organizational communication and productivity. This chapter should provide the readers with understanding of the discussed subjects, as well as concepts used for analysis of obtained data.

Before defining organizational communication let us look at what an organization is, and how pervasive they are in today's society. Amitai Etzioni (1964) states, "We are born in organizations, educated by organizations, and most of spend much of our lives working for organizations." Simply put, from birth to death, organizations affect every aspect of our lives (Deeth, 1994).

Stephen P. Robbins (2001) defines an organization as a "consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals." We organize together to achieve what we cannot accomplish individually. Organizing happens through communication. When we study organizational communication our focuses primarily on corporations, manufacturing, the service industry, and for profit businesses. However, organizations include not- for- profit companies, schools, government agencies, small businesses, and social or charitable agencies such as churches or a local humane society.

Organizations can be thought of as a system of people who are in constant motion in which change is inevitable (Goldhaber, 1990). Organizations are social systems (Thayer, 1968, Katz and Kahn, 1966) that rely on communication to cope with uncertainty and perform with some degree of efficacy. Simon (1957) puts it quite simply: "without communication, there can be no organization."

2.1.1 Organizational Communication

Organizational communication is a broad and ever-growing specialization in the field of communication. Before defining organizational communication let us look at what communication is. Communication is more than mere thought, speech or document. It is a process that involves thought and action and it is ongoing. It occupies more time than any other activity and often makes the difference between success and failure for the organization as a whole (Adler and Elmhurst, 2005). Effective communication is a key component to business success it helps to meet challenges such as advances in technology, growth of globalization and workplace diversity (Bovee et al., 2004). According to Kolter (2006), communication is the means by which firms attempt to inform, persuade and remind consumers directly or indirectly about the products and brands, they sell.

For the purpose of this research, the researcher attempted to provide a brief over view of the field, highlighting what organizational communication is and how it is studied. Like defining many aspects of communication study, many of the definitions of organizational communication share common elements. Stanley Deetz (2001) argues that one way to enlighten our understanding of organizational communication is to compare different approaches. However, for the purpose of this research, the researcher wanted to define organizational communication so you have a frame of reference for understand this research. The researcher defines organizational communication as the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goals. Organizational communication is highly contextual and culturally dependent, and is not an isolated phenomenon. Individuals in organizations transmit messages through face-to-face, written, and mediated channels.

Kreps (1990) defined organizational communication as the process whereby members gather pertinent information about their organization and the changes occurring within it. Generally, organizational communication has two objectives. The primary objective is to inform the work force about their tasks and policy issues of the organization (De Ridder, 2003). Organizational communication is defined as “transmitting news about the work from organization to employees and through employees (Phattanacheewapul and Ussahawanitchakit, 2008; Chen et al., 2005). The second goal of organizational communication is to construct a community within the

organization (Postmes et al., 2001; De Ridder, 2003). Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002).

Organizational communication helps us to; 1) accomplish tasks relating to specific roles and responsibilities of sales, services, and production; 2) acclimate to changes through individual and organizational creativity and adaptation; 3) complete tasks through the maintenance of policy, procedures, or regulations that support daily and continuous operations; 4) develop relationships where “human messages are directed at people within the organization- their attitudes, morale, satisfaction, and fulfillment.” (Goldhaber, 1990); and 5) coordinate, plan, and control the operations of the organization through management (Katz and Kahn, 1966; Thayer, 1968).

Organizational communication is how organizations represent, present, and constitute their organizational climate and culture- the attitudes, values and goals that characterize the organization and its members. For organizations to be successful, they must have competent communicators. Organizational communication study shows that organizations rely on effective communication and efficient communication skills from their members. A number of surveys (Holter and Kopka, 2001; Maes, Weldy, and Icengole, 1997; Verespej, 1998; Gaut and Perrigo, 1994) identify effective oral and written communication as the most sought after skills by those who run organizations.

Generally, Organizations seek people like you who can follow and give instructions, accurately listen, provide useful feedback, get along with co-workers and customers, network provide serviceable information, work well in teams, and creatively and critically solve problems and present ideas in an understandable manner. Developing organizational communication awareness and effectiveness is more than just having knowledge. Efficient organizational communication involves knowing how to create and exchange information, work with diverse groups or individuals, communicate in complicated and changing circumstances, as well as having attitude or motivation to communicate in appropriate manners.

2.1.2 Characteristics of Effective Organizational Communication

Organizational communication largely focuses on building relationships, or repeated inter personal interactions, with internal organizational members and interested external publics. Goldhaber (1990) identified a number of common characteristics in the variety of definitions of

organizational communication--organizational communication 1) occurs within a complex open system which is influenced by, and influences its internal and external environments, 2) involves messages and their flow, purpose, direction, and media, 3) involves people and their attitudes, feelings, relationships, and skills.

2.1.3 Components and Process of Organizational Communication

A number of early writers in the field of communication developed models of the communication process. Most of them included what were considered the four essential components of the process: namely source, message, channel, and receiver (Richmond et al., 2005). People are constantly exchanging ideas and stimulating meaning in the minds of others. The following are the critical components in the communication process.

The Source: in the communication process, the source is the person who originates a message. In a broader view, the source could be any individual or collections of individuals- one person, a group, or an entire organization. It could be a group of managers wanting to explain policy changes to employees, or it could be one employee explaining to another employee how to complete a certain task (Richmond et al., 2005).

The Message: a message is any verbal or non-verbal stimulus that elicits meaning in the receiver. When communicating in any environment, most people use a combination of verbal and non-verbal stimuli to stimulate meaning in another. For simplification, we can think of verbal as employees words and non verbal as employing other stimuli (gestures, smiles, frowns, groans, nods, yawns, touching others, and so on) to stimulate meaning. It is not uncommon for an employee or manager to use these simultaneously when communicating with each other. It is virtually impossible to monitor all non-verbal behaviors (Richmond et al., 2005).

For instance, you can more easily monitor your selection of words, but it is very difficult to monitor every facial movement, body movement, eye movement, leg movement, and so on. Sometime our non-verbal messages will convey much more meaning than our verbal. Good managers have learned to try to interpret the meaning behind the nonverbal messages of their employees as well as the verbal messages; likewise for employees.

The Channel: a channel is a means by which a message is carried from one person to another. In live interaction, our senses (sight, sound, touch, smell, and taste) become channels. Channels can also take the form of mediated systems-television, radio, the internet, telephones, the worldwide web, etc. In organizations, people often become the most important channels (Richmond et al., 2005).

The Receiver: just as the source is the person who originates a message, the receiver is the person who acquires the source's message. Like the source, the receiver can be an individual, a group, or an entire organization.

For communication to be effective, employees and managers need to consider the backgrounds and experiences of each other. This may require that we "put ourselves in the other person's shoes" (Richmond et al., 2005).

A manager needs to know the employees to have effective communication with them; likewise for an employee. One of the primary reasons for problems in the organizational environment is that individuals do not understand what one another is saying because they do not communicate each other enough to get to know one another's attitudes and feelings. Hence, many employees make major errors in communication- so do managers. We have to be more effective sources and receivers if we want to improve communication.

Feedback: feedback is the receiver's response(s) to a source's message. Such responses can be either of a verbal nature (for example, I do not agree with you; yes, that is right!) or a nonverbal nature (for example, a frown, shaking one's head in disagreement, nodding in agreement) (Richmond et al, 2005).

Feedback is extremely critical in all communication situations, but particularly so in interpersonal communication between managers and employees. A manager can carefully observe an employee's response to judge the successes or failure of messages being sent. When feedback is negative, new messages can be constructed. Feedback is the method we use to regulate the messages we send and those that are sent to us.

Communication is essentially a perceptual process. It is the transmission of meaning from one person to another or too many people, whether verbally or non-verbally (Barrett, 2006). The

sender must encode intended meaning to create messages. The receiver then decodes the messages to obtain perceived meaning. Effective communication depends on the sender and the receiver sharing an understanding of the rules used to encode meaning into messages (Stroh et al, 2002). As shown in figure 1, effective communication between individuals (the sender and the receiver) involves many steps, including encoding, decoding, and feedback.

The five phases are:

- The sender has idea.
- The idea becomes a message.
- The messages is transmitted
- The receiver gets the message.
- The receiver reacts and sends feedback to the sender.

There are different models of the communication process. However, for the purpose this research, the following diagram shows communication process as a simplified model.

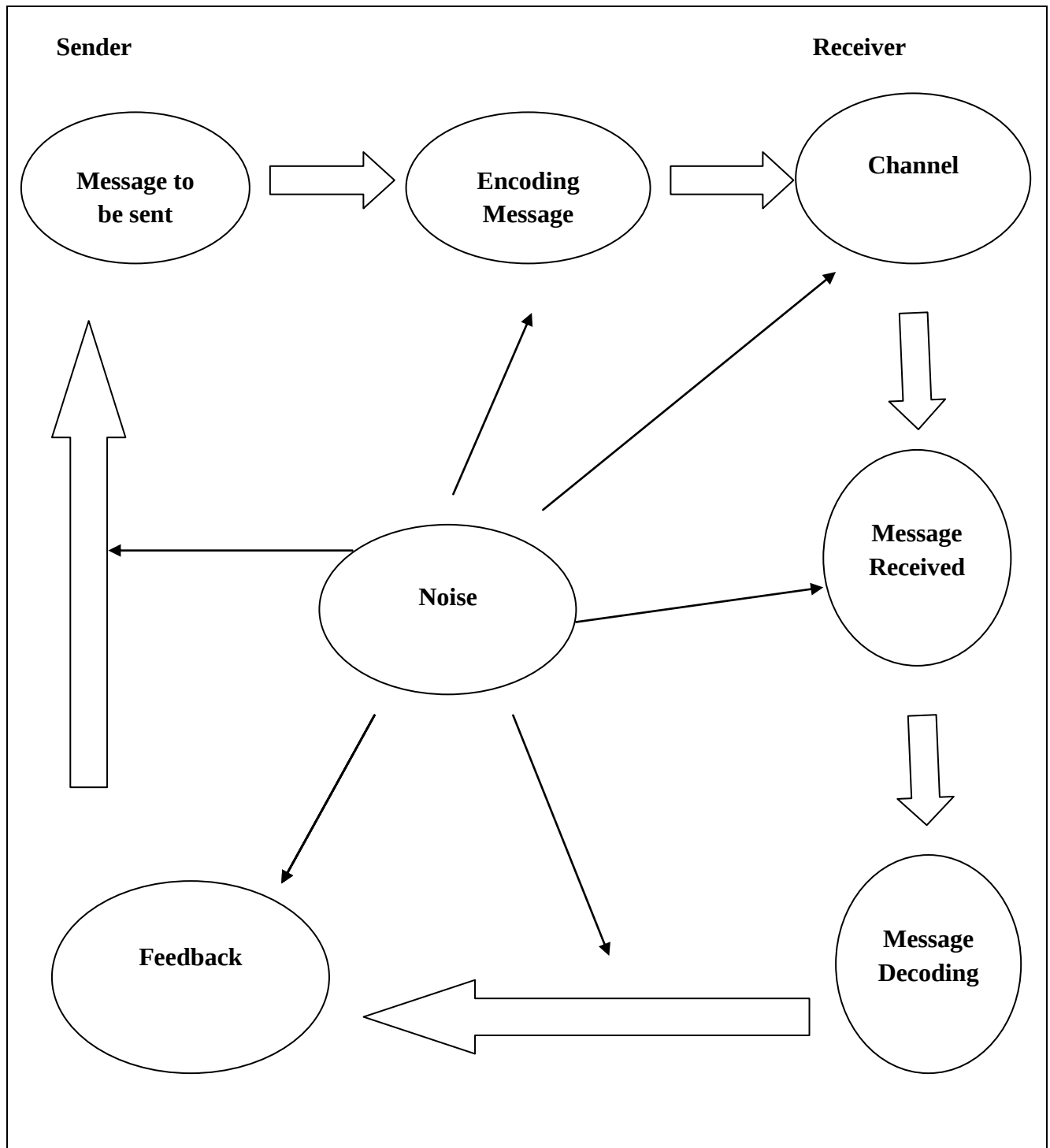


Figure 1.1 the Communication Process Model

The steps between a source or a sender and a receiver that result in the transference and understanding of meaning.

Source: Kinicki, A and Kreitner, R. (2006).

2.1.4 Methods of Organizational Communication

There are various ways by which people communicate, including language, signals, facial expressions, music, body movements, gestures etc. Hybels and Weaver (2001) when they group types of communication as, “intrapersonal, interpersonal, small group communication, public communication, mass communication, inter-cultural communication, and ethical communication.” In business, organizations, both oral and written, are the most frequent and important way people communicate. Nonverbal communication, such as facial expressions, body language, etc; also important in any organization. Classification of communication should be seen as an essential prerequisite of the analysis of communication. We can classify communication by media, by direction, and by degree of formality.

Communication by Media

This classification divides communication into verbal (spoken), non-verbal (face, tone of voice, physical presentation, gestures), and written communication.

Verbal Communication

According to Berol (1960), the spoken word or verbal communication lacks the permanence of the written word. However, it is more rapid and flexible in terms of adjusting to the circumstances. Moreover, the spoken word can be supported by non-verbal communication such as body language. The spoken or verbal communication, can also employ visual aids and non-verbal elements to support the conveyance of meaning. Although you can express many things nonverbally, there are limits to what you can communicate without the help of language. If you want to discuss past events, ideas, or abstractions, you need words- symbols that stand for thoughts- arranged in meaningful patterns.

Non-verbal Communication

Non-verbal communication describes the process of conveying meaning in the form of non-verbal messages. Some forms of non-verbal communication include gesture, body language or posture, facial expression and eye contact, object communication such as (clothing, hairstyles, and tone of voice). Research has shown that up to 55% of human communication may occur through non-verbal facial expressions, and the non-verbal communication such as body language will reinforce the spoken message. Although nonverbal communication is often unplanned, it has more impact than verbal communication. Nonverbal cues are especially important in conveying feelings, accounting for 93 percent of the emotional meaning that is exchanged in any interaction. In fact, nonverbal communication is so powerful that it actually releases mood-altering chemicals in the sender as well as in the receiver. Smiling makes, us feel happier, where as guarded gestures increase our hostility and limit our receptivity (Berol, 1960).

One reason for the power of nonverbal communication is its reliability. Most people can deceive us much more easily with words than they can with their bodies. Words are relatively easy to control; body language, facial expressions, and vocal characteristics are not. By paying attention to these nonverbal cues, we can detect deception or affirm a speaker's honesty. Not surprisingly, we have more faith in nonverbal cues than we do in verbal messages. If a person says one thing but transmits a conflicting message nonverbally, we almost invariably believe the nonverbal signal. To a great degree, then an individual's credibility as a communicator depends on nonverbal messages. Lastly, if you can read other people's nonverbal messages correctly, you can interpret their underlying attitudes and intentions and respond appropriately. Successful people generally share this ability. However, written communication is formal, permanent and must be kept be properly in the organization (Berlo, 1960).

Communication by Direction

The shape of any organization is similar to the shape of a pyramid. This is known as the hierarchy of management. In terms of the hierarchy of management, the pyramid is divided into three levels; namely, top management, middle management, and lower level management. The communication in an organization flows vertically and horizontally. Further, in the vertical direction, communication may be directed downward, and upward. A discussion of the features

and functions of different communication flows will aid understanding of the measures and results presented later in the current study.

Downward Communication

Downward communication follows the authority-responsibility relationship in the organization chart. It is the communication flows from an upper-level employee to a lower-level employee. It is “initiated by the organization’s upper management and then filters downward through the chain of command” (Tubbs and Moss, 2008).

It is not difficult to imagine that downward communication is used to give orders, assign tasks, provide instructions and directions, inform employees of job procedures and policies, point out problems that need attention, and offer feedback on employees’ past performance (Robbins et al., 2010; Greenberg and Baron, 2008). In other words, it is mainly used to tell employees what they should do and how well they are doing. In respect of satisfying employees’ needs for organizational communication, it is important that employees can receive sufficient and accurate information about the organization and their jobs, and get feedback about the performance (Greenberg and Baron, 2008).

Scholars found six crucial areas that employees want to know from the upper-level management (Greenberg and Baron, 2008): 1) what exactly does my job entail? 2) How well am I doing? 3) Does anyone care about me? 4) How is my work unit doing? 5) where is the organization headed? 6) How can I help the company to meet its objectives?

Moreover, previous research also found that it is important to explain the reason behind a decision when a manager communicates downward to the subordinate. However, in the practice, managers tend to ignore the need for explanation (Robbins et al., 2010). They are either too busy to explain to the employees or think that it is not necessary to let the employees know since they are just like “machines” following orders. However, research has revealed that such explanations can enhance employees’ commitment and support for decisions (Dvorak, 2007). When the employees know why the management made the decision, it is twice as likely that he/she commits to the change.

Furthermore, there are some deficiencies of downward communication. Employees do not only expect to receive information about the organization and their tasks, and feedback from managers, but also want to participate in the communication. In the one-way communication, it is only the upper-level management that speaks and the lower-level employees listens, and the upper-level management rarely ask for the lower-level employees' opinions and suggestions. However, people need to be respected and considered to be able to think and provide useful ideas. Therefore, in an organization upward communication is regarded as important as downward communication (Robbins et al., 2010).

Upward Communication

Conversely, upward communication in an organization flows from a lower-level employees to an upper-level employees. It is used to keep managers informed of what is going on in the work and what the subordinates are feeling. Upward communication takes the form of reporting back results, making suggestions or perhaps airing grievances and complaints (dissatisfactions). Specially, it provides management with the information they need for doing their work, such as data for making decisions, the current status of projects, and information on new problems. Through upward communication, superiors also get to know their subordinates' feelings about their work, colleagues, and the organization, so that they can adjust for better individual and organizational performance. Moreover, as discussed earlier, superiors and the organizations needs advice and opinions from employees as well. Managers rely on upward communication to collect suggestions for improvement and new ideas (Robbins et al., 2010; Greenberg and Baron, 2008).

Upward communication is important. Failing to relay the necessary information upward, such as changes and problems in a project, or creative ideas to enhance the profits, may cause detrimental and even disastrous results (Tubbs and Moss, 2008). The functions of upward communication are summarized by researchers as: "provides management with needed information for decision making", "helps employees relieve the pressures and frustrations of the work situation", "enhances employees' sense of participation in the enterprise", "serve as a measure of the effectiveness of downward communication", and "suggests more rewarding uses of downward communication for the future" (Tubbs and Moss, 2008).

A previously study proved that the higher levels of freedom on the employees have to speak to their superiors, the higher levels of commitment they have to the organization (Wayne et al., 1997). Therefore, an organization should encourage upward communication and undertake efforts to ensure that it is of a good quality. However, it is not uncommon that organizations lack in upward communication. Upward communication is not simply a reverse direction of downward communication, since when communication flows from lower-level employees there may be some problems due to the characteristics of job positions (Greenberg and Baron, 2008). People may fear the bureaucracy and possible retaliation so they prefer to not face the risks. Even though in today's organization the emphasis is on hierarchy is lower and teamwork is emphasized, there still are some limitations of upward communication.

Previous research found that upward communication happens less frequently than downward communication in organizations (Greenberg and Baron, 2008). In addition, the conversation time of upward communication is shorter compared to the communication flows in the other direction (Greenberg and Baron, 2008).

Importantly, upward communication often displays a lack of comprehensiveness. Subordinates often fear to tell bad news to their superiors. When they report to the superiors, they may emphasize their merits and achievements but avoid mistakes they made and troubles they cause. Therefore, the bad things are often omitted in the communication. However, managers make decisions based on information they gain from employees, and all the information they gain from other employees, and all the information has the potential of changing the result dramatically. That is to say, bad news can also be pivotal. If the higher-level managers are not informed with accurate and sufficient information and that information is necessary for the managers to do their job, then it is very possible that a worse result will be caused. Therefore, to encourage effective upward communication, managers should not behave unreceptively to bad news so that their subordinates will not be afraid of rebukes, punishment, or retaliation (Tubbs and Moss, 2008).

Furthermore, it is also common that subordinates simply choose to agree with their superiors when they are asked about for comments. Alternatively, the subordinates may choose to keep silent even though they have ideas for improvements. The reason might be that subordinates are not sure if their suggestions and comments are truly welcome. Therefore, it is important that

managers make time to listen to subordinates and let them know that they are willing to take suggestions and listen to critical opinions (Greenberg and Baron, 2008; Robbins et al., 2010).

Additionally, previous research suggested that, in order to encourage effective upward communication, besides not giving responding badly to subordinates, managers can also reward upward communication. Furthermore, they can also share their own feelings, opinions, and difficulties with their subordinates, so that the subordinates will follow the model to communicate upward effectively (Tubbs and Moss, 2008).

Horizontal Communication

Horizontal communication flows among the employees at the same level in the organization. It is usually coordinative in nature and usually involves sharing information, resolving conflicts and solving problems across the organization structure. In today's organization, horizontal communication is becoming increasingly common with the flattening of organizational hierarchy and the advent of teamwork (Greenberg and Baron, 2008).

Horizontal communication in an organization can serve for an efficient and accurate transfer of information and facilitate coordination; hence, no accidents will happen because of lack of necessary communication and the organizations functions more effectively (Robbins et al., 2010; Tubbs and Moss, 2008). Glodhaber (1993) concluded that there are four important functions of horizontal communication. It can help to: 1) improve the task coordination especially between departments to meet the overall organizational goals; 2) solve problems by having, for instance, brainstorming between co-workers in a department; 3) share information with other departments especially up date changes that may affect other departments; 4) resolve conflict among members in a department or between departments (Tubbs and Moss, 2008).

Since in horizontal communication people are horizontally equivalent, the communication is usually friendlier in nature than the vertical communication. It is often also more casual and easier since the social barriers are fewer between people, and they are often more satisfied with it (Greenberg and Baron, 2008). However, there are some problems that may cause bad horizontal communication, especially between different groups or departments. Members in a group or department are usually required to demonstrate loyalty, especially when there is competition

between groups or departments. As a result, they tend to avoid communication with those outside and also not trust and help others (Tubbs and Moss, 2008; Greenberg and Baron, 2008).

Moreover, when there is a conflict between co-workers, they may behave antagonistically and show their resentment more openly, since they do not need to bow to hierarchy (Greenberg and Baron, 2008). All these problems may affect the overall organizational benefits of horizontal communication.

Schein (1997) summarized a guideline to reduce the barriers to horizontal communication: 1) put more emphasis on the overall organizational effectiveness and the importance of different department's role in contributing to this overall effectiveness; 2) facilitate the high interaction and frequent communication between groups to work on the intergroup coordination and help each other; 3) employ frequent rotation of members among different groups or departments to stimulate mutual understanding and empathy for others' difficulties and problems; 4) avoid any win-lose situation to reduce competition for reward so that the resources and information are shared equally and fairly (Tubbs and Moss, 2008).

Additionally, empirical studies found that games and teams challenges outside of the office could open up the lines of communication and reduce the barriers to effective communication across equivalent personnel in the organization (Mowle, 2004, p.1; Tubbs and Moss, 2008).

Communication by Degree of Formality

Two styles of communication that occur in an organization can be distinguished- formal communication and informal communication. Formal communication is “the sharing of messages regarding the official work of the organization”, while informal communication is “the sharing of unofficial messages that are unrelated to the organization's formal activities” (Greenberg and Baron, 2008).

Formal Communication

Formal communication in an organization follows an organization's “chain of command” (Bratton et al., 2007). It is impacted by the organizational formal structure, which indicates, “the formally prescribed pattern of interrelationships existing between the various units of an

organization” (Greenberg and Baron, 2008). Therefore the formal communication follows the prescribed rules about who is to communicate with whom (Greenberg and Baron 2008). In this formal communication structure, it is settled who the authority in the organization is that is responsible for answering the subordinate, and who is responsible for answering the superior. These rules about who may communicate with whom for the organization to operate properly are fixed and defined (Greenberg and Baron, 2008). That is to say, they do not change just because of personal reasons.

Informal Communication

Informal communication in today’s organizations is often used as a means of work-oriented communication. The informal connections between members in the organization build an informal communication net work through which they share informal information. People in the network transmit information to others with whom they come into contact, so the informal communication breaks off the organizational boundaries (Greenberg and Baron, 2008). Moreover, informal communication performed orally. Therefore, the information is usually widespread and spreads rapidly (Greenberg and Baron, 2008).

The informal channel is sometimes called and known as “the grapevine”, and it is mainly based on social relations (for example, friendship, or acquaintance) among the members in an organization (Bratton et al., 2007; Greenberg and Baron, 2008).

Information disseminated through the grapevine without official verification is often rumor. Rumors about the organization are caused by ineffective or inadequate organizational communication. However, informal communication without official verification can still be helpful for bonding between members of the organization and improving performance (Sostek, 2006). Sostek (2006) proposed two types of rumors. When the rumor is about individuals, it usually hurts people. When the rumor is about how the other groups in the organization are doing better, it is likely to stimulate productivity and help the organization. Therefore, sometimes the management allows the spreading of rumors in the organization (Sostek, 2006). Furthermore, it has been shown that socializing informally among employees can improves work group’s cohesiveness, provide better opportunities for satisfying employees’ social needs, and ensure a stimulating work environment in the organization (Greenberg and Baron, 2008).

Davis (1953) stated that grapevine communication is one of the fastest channels and often it is accurate. It can also carry plenty of information. Nevertheless, grapevine communication is largely considered unreliable because of message distortion in the communication process (Tubbs and Moss, 2008). The distortion occurs when people omit some parts they think are unrelated, exaggerate some parts to make the story sound better, or distort the message to make it accord with their own ideas or fit their own purposes (Tubbs and Moss, 2008). Consequently, employees do not prefer to get information about the organization and work through the informal channel, although this channel is frequently used and important (Tubbs and Moss, 2008).

In order to avoid the disadvantages of grapevine communication, the empirical study suggested some alternatives that can also be applied by the organization to share the organizational values with the employees (Tubbs and Moss, 2008). It includes one- on-one informal conversations with employees, bringing up values as secondary agenda of meetings, social activities, organization wide meetings, and meetings with middle managers (Tubbs and Moss, 2008).

In an organization, the informal communication network, which is based on the informal connections between people, is sometimes divided according to the similarities between people, such as age, gender, and race (Greenberg and Baron, 2008). It is not difficult to understand that people tend to spend more time and communicate more with those who are similar to themselves since it feels more comfortable. Moreover, by communicating with others who are similar to themselves, they usually receive a lot of useful and valuable information. It is because they have similar backgrounds and situations, that the knowledge from similar people can be used in their own case (Greenberg and Baron, 2008).

A previous study found that the informal communication pattern between people has a predictive effect on employees' voluntary turnover (Greenberg and Baron, 2008). Specifically, among those who come into contact and share information with each other, the turnover can be caused by their influence on each other. That is to say, who is going to quit the organization for a better job in another organization can be known from familiarity with the informal communication patterns with the social group in the organization (Greenberg and Baron, 2008).

Additionally, the informal communication network can across the organizational structure and hierarchy. When the information is not related to the job, members at different levels- including

both the managerial and non-managerial level dare to share information, such as jokes or interesting movies, to a larger extent. In contrast, it is not common that a worker at a lower organizational level formally communicates to the superior about how to do a job (Greenberg and Baron, 2008).

Generally, it is a mistake to equate formal communication with the written form and informal communication with the spoken and nonverbal forms. For instance, when a superior warns or reprimands a subordinate by a means of the spoken word, it is formal communication; and a joke in written form passed around the office is informal communication.

2.1.5 Function of Organizational Communication in Organizations

Champoux (1996) observes that the functions of organizational communication includes information sharing, feedback, integration to coordinate diverse functions, persuasion, emotion and innovation

Richmond et al., (2005) acknowledged that Communication serves many functions in organizations. There are six functions that seem to dominate communication in the organizational context. The functions are inform, regulate, integrate manage, persuade, and socialize.

The informative function of communication is fairly self-explanatory. It is the function of providing needed information to personnel so they can do their jobs in an effective and efficient manner. People need to be informed about any change of procedure or policy that is related to their work. Sometimes this function is accomplished by people at higher levels sending information to people at lower levels and the reverse. At other times, people, needing information must contact people who have the needed information to acquire it (Richmond et al., (2005).

Much of the informative communication in organizations is conducted in a written format. This way, a whole group of employees can be informed with one message and at one time. On the other hand, managers may decide to call a meeting once each week (or month) which is primarily of an informative nature. Most employees understand that such meetings are for the

purpose of can disseminating information and/be prepared to inquire about matters about which they feel they need additional information (Richmond et al., (2005).

The regulative function of communication is involved with the communication that is directed toward regulatory policies within the organization or messages about maintenance of the organization. For example, an employee might inform by the manger that he or she has broken some rule or regulation and is not to break it again. Communication that involves the regulative functions is often not pleasant, but it is essential to the smooth operation of the organization (Richmond et al., (2005).

The integrative function of communication is focused on coordination of tasks, work assignments, group coordination, or the fusing of work units toward a common goal. In other words, it is communication directed at getting people to work tether and have tasks coordinated so that the “left hand knows what the right hand is doing”. It is an attempt to get people to work together and make things run smoothly. For example, consultants often will find employees duplicating each other’s work, whereas as if there were more integrative communication, one could do one task and another do a related task (Richmond et al., (2005).

The management function of communication is directed toward the three goals mentioned earlier. It is communication is focused on getting personnel to do what is needed learning information about personnel to know them better, and establishing relationships with personnel. If one can meet the interpersonal relationship goal and the understanding goal, he or she might have a better chance at knowing “how to manage” the employees (Richmond et al., (2005).

The persuasive function of communication is an outgrowth of the management function. Here the supervisor is attempting to influence the employee to do something in particular, where as simply issuing an order might accomplish the same function, this approach makes for much better relations between supervisors and subordinates (Richmond et al., (2005).

Finally, we have the socialization function. Although the other functions seem obvious and rarely missed by either mangers or employees, the socialization function is often neglected. This is perhaps the most important function. The socialization function of communication in the organization is the one that can determine whether an individual survives well, or not at all, in an organization. Socialization does not mean being “buddies” with everyone. It means being

integrated into the communication networks in the organization. It means being told whom one should talk to and what one should talk about. It also means being told whom not to talk to. It means being told what to say in certain situations and what not to say (Richmond et al, 2005).

In summary, all of the functions are important. However, the function most important and probably most neglected by organizations is the socialization function. Hence, if organizations neglect socializing us, then we have to do it ourselves. The best way is to listen and watch the first few weeks. Then starting having what we call Casual Conversations with Colleagues to learn what you should not say or do in your organization.

Generally, Success in an organization depends to a great degree upon the ability of the manager to understand other people. Managers can understand their employees through proper communication. Your ability to clearly write, listen, and speak determine also your success in life wherever and whoever you will be. Employers require their employees to have excellent communication skills in writing, speaking and listening. Getting acceptance of policies, winning cooperation of others, getting ideas and instructions clearly understood, and bringing desired changes in performance depend upon efficient communication in an organization.

2.1.6 Factors Affecting Organizational Communication or Barriers to Communication

Organizational communication is influenced by many factors: Lesikar, Instoner (2000) list the following factors: formal channels of communication, authority structure, job specialization, information ownership

Bloisi et al. (2007) argue that there are several barriers that can create a big problem and distort sent information: frames of reference, semantics, values judgments, selective listening, filtering, and distrust. As clear from the names of such barriers, they arise from difference in the beliefs and value systems, personal characteristics, personal abilities, and preoccupations. Moreover, in his book Leavitt (1994) states that such feelings as boredom, fear, shyness, indecisiveness affect communication pattern dramatically, and the one who wants to be heard and understood should pay attention to such under current issues.

Generally, the communication barriers are not the only communication problems for managers and employees, but also they are some of the most common barriers of many organization of the

business world. Anyhow, to overcome communication barriers, think about your audience, let them know what to expect, use vivid language, stick to the point, connect new ideas to familiar ones, emphasize and review key points, minimize noise, and provide opportunities for feedback.

2.1.7 Theoretical Perspectives of Organizational Communication

Now that you have a better understanding of the concept of organizational communication from the theoretical review, let us look at five different perspectives for understanding organizational communication that have developed over time:

2.1.7.1 Classical Management Perspective

2.1.7.2 Human Relations Perspective

2. 1.7.3 Human Resources perspective

2.1.7.4 Systems Perspective

2.1.7.5 Cultural Perspective

2.1.7.1 Classical Management Perspective

Early in the 20th century, large organizations were new and had no role models (the military was the only large organization). Therefore, companies were managed by “hunch” or intuition, and their attempts to motivate and control employees were inefficient and often inhumane. When manager’s decisions (made with little planning and inadequate information) reaped less than desirable results, employees got the blame.

The original perspective for understanding organizational communication can be described using a machine metaphor. At the beginning of the industrial age, where people thought science could solve almost every problem, American Frederick Taylor, Frenchman Henri Fayol, and German Max Weber tried to apply scientific solutions to organizations. They wanted to determine how organizations and workers could function in an ideal scientific manner. Organizations during the industrial revolution wanted to know how they could maximize their profits so the classical management perspective focused on worker productivity.

The machine metaphor of classical management suggests that three basic aspects should exist in organizations: specialization, standardization, and predictability (Miller, 2003). Those who

advocate this perspective argued that every employee should have a specialized function. This being the case, essentially any individual could perform a job if they are properly trained. Thus, if one individual fails to do the job, he/she is replaceable with another person since people are seen as machine parts.

Frederick Taylor forged the beginnings of his theory of **Scientific Management** from his early days as a foreman in a machine shop. As a manager, Taylor observed firsthand many of the organizational problems of the day:

- Undefined worker/manger rules.
- Hostilities between workers and management.
- Haphazard decision-making based on too little information.
- Inefficient production due to poorly motivated workers, poorly designed job procedures, minimal work standards, and unskillful employee placement (employees often overqualified or under qualified for their jobs).

Taylor's "best way" involved applying four scientific principles to the problems of production and management:

- Scientific design of each task.
- Scientific selection of workers.
- Adequate training and rewards for productivity.
- Division of both labor and responsibilities.

Generally, Taylor wanted to improve organizations "from the bottom up." German Max Weber was also developing his ideas about bureaucracy. He was fascinated on what the ideal organization should look like, can believe that effective hierarchies helped organizations operate effectively. Precise rules, a division of labor, centralized authority, and a distinctly defined hierarchy should be driven by rational thought void of emotion and outside influence (Weber, 1947). This way, organizations could operate in a somewhat predictable manner, employees know what to expect and who was in charge, and management could make decisions based on familiar, relevant information rather than irrational feelings.

Fayol's (1949) theory of classical management focused on how management worked, specifically working at what managers should do to be effective. For Fayol, it should be clear who is in charge, and each individual should know his/her role in an organization. He argued that organizations should be grouped in precise hierarchy that limits the flows of communication to -top-down communication, and the number of employees directly under the supervision of one manager.

Theory X is an example of a classical management theory where managers micro-manage employees by using reward-punishment tactics, and limiting employee participation in decision-making (Mc Gregor, 1960). This theory sees employees as apathetic, unconcerned about organizational goals, resistant to change, and lazy or unmotivated. Because of this, managers should closely supervise their workers. Because the classical management perspective viewed employees as interchangeable parts of a machine, employees were as disposable parts of the machine. This allowed management to mistreat and abuse their employees, ultimately lowering the very thing they were after, greater productivity. Generally the bureaucratic theorists (led by Fayol and Weber), who felt improvements should occur "from the top down."

2.1.7.2 Human Relations Perspective

Because of the overly mechanical nature of the classical management perspective, organizational scholars wanted to focus on the human elements that make up organizations. The human relations perspective emerged out of the deficiencies of classical management where managers neglected employees' needs and treated them as pieces of a machine rather than unique individuals. The human relations approach focuses on how organizational members relate to one another, and how individuals' needs influence their performance in organizations. In 1924, Elton Mayo and his team of Harvard Scientists began a series of studies that were initially interested in how to modify working conditions to increase worker productivity, decrease employee turnover, and change the overall poor organizational effectiveness at the Hawthorne Electric Plant near Chicago (Roethlisberger and Dickson, 1939).

Mayo's team discovered, no matter what changes they made to the work environment (such as adjusting lighting and temperature levels, work schedules, and worker isolation), worker productivity increased simply due to the presence of researchers themselves. This research pointed

to the fact that simply paying attention to workers and addressing their social needs, yielded significant changes in their productivity. This is where the term “The Hawthorne Effect” developed. Mayo’s work provided an impetus for a new way of looking at workers in organizations.

Maslow’s hierarchy suggests that human beings are motivated to satisfy their personal needs. Maslow (1957) contends that humans are motivated by a series of basic physical and psychological needs divided in to lower and higher order categories. His theory is still of interest to us today as we try to comprehend the relevance of human relations in the work place.

Remember that **theory X** managers do not trust their employees because they think workers shy away from work, change, and responsibility. At the other end of the managerial spectrum, **Theory Y** managers (those that take a human relations perspective to employee) assume that workers are self-motivated, seek responsibility, and want to achieve success. Because of this change perspective, managers began to invite feedback and encourage a degree of participation in organizational decision-making, thus focusing on human relationships as a way to motivate employee productivity.

Generally, Mayo’s “best way” was the concept that individual-centered “tender loving care” by supervisors and upper management would lead to greater work productivity. He replaced the “economic man” of the scientific managers with the concept of the “social man.”

2.1.7.3 The Human Resources Perspective

The human resources perspective picks up where human relations left off. The primary criticism of the previous approach was that it was still primarily concerned with productivity, and tried to achieve worker productivity simply by making workers happy. The idea that a happy employee would be a productive employee makes initial sense. However, happiness does not mean that we will be productive workers. In fact, an individual can be happy with a job and not work very hard.

Human Resources attempts to truly embrace participation by all organizational members, viewing each person as a valuable human resource. Employees are valuable resources that should

be fully involved to manifest their abilities and productivity. Using this approach, organizations began to encourage employees' participation in decision-making.

Generally, the human resources perspective focused on both increased employees satisfaction and improved organizational decision-making. One of the more recent applications of the human resources perspective, developed and successfully used by the Japanese, is the Quality Control Circle (QCC) or simply Quality Circle to managers in the United States.

2.1.7.4 Systems Perspective

The systems perspective for understanding organizations is “concerned with problems of relationships, of structure, and of interdependence rather than with the constant attributes of objects” (Katz and Kahn, 1966). An organization is like a living organism, and must exist in its external environment in order to survive.

Organizations are not isolated, and must interact with other organizations within their environments to survive. Without this interaction, an organization remains what we call closed, and withers away (Buckley, 1967).

2.1.7.5 Cultural Perspective

Each organization has unique characteristics that make it different from other organizations. Every organization has certain cultural differences such as language, traditions, symbols, practices, past-times, and social conveniences that distinguish it from organizations. Each organization is rich with its own histories, stories, customs, and social norms. We can understand organizations by seeing them as unique cultures. Simply put, the cultural perspective states that organizations maintain: 1) shared values and beliefs, 2) common practices, skills, and actions, 3) customarily observed rules, 4) objects and artifacts, 5) mutually understood meanings.

Shockley-Zalabak (2002) contends, “Organizational culture reflects the shared realities and shared practices in the organization and how these realities create and shape organizational events.” Not every individual in an organization shares, supports, or engages in organizational values, beliefs, or rules in a similar manner. Instead, organizational culture includes various perspectives in a continually changing, emerging, and complex environment. From a

communication perspective, individuals of organization create culture through their interactions. “Culture is directly revealed through language, stories, nonverbal messages, and communication exchanges” (Eisenberg and Goodall, 2001).

Generally, the cultural perspective understands organizations as unique cultures with their own sets of artifacts, values and basic assumptions. As part of the cultural perspective, we can examine the climate of an organization to reveal how an organization influences its members, and how members influence an organization.

2.1.2 The Concept of Productivity

To Teng (2013) productivity is about effective and efficient use of all resources. According to him, resources availability for organizations to achieve productivity includes time, people, knowledge, information, finance, equipment, space, energy, and materials. Therefore, to manage the resources of a business, it is essential that a manager understands the requirements of customer demands. This can be achieved by explaining the requirements of customers to employees; establish a well-defined communication plan that clearly identifies work to be performed; and define and implement distinct methodologies to be used in the completion of all activities and tasks efficiently. Poor communication may cause accidents, resources wastage, low morale in effect low productivity.

From the researcher point of view, productivity is an over measure of the ability to produce a good or service. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity improvement can be achieved in a number of ways. If the level of output is increased faster than that of input, productivity will increase. Conversely, productivity will be increased if the level of inputs is decreased faster than that of output. In addition, an organization may realize a productivity increase from producing more output with same level of input. Finally, producing more output with a reduced level of input will result in increased productivity.

A firm or company may undertake a number of key steps towards improving productivity. William J. Stevenson (1999) listed these steps to productivity improvement:

- ❖ Develop productivity measures for all operations; measurement is the first step in managing and controlling an organization.
- ❖ Look at the system as a whole in deciding which operations are most critical; it is over-all productivity that is important.
- ❖ Develop methods for achieving productivity improvement, and studying how other firms have increased productivity, and reexamine the way work is done.
- ❖ Establish reasonable goals for improvement.
- ❖ Make it clear that management supports and encourages productivity improvement, considers incentives to reward workers for contributions.
- ❖ Measure improvements and publicize them.
- ❖ Do not confuse productivity with efficiency. Efficiency is a narrower concept that pertains to getting the most out of a given set of resources; productivity is a broader concept that pertains to use of overall resources.

2.2. Empirical Review of Relationship Between Communication and Productivity

A large body of research has found a strong, positive relationship between organizational communication and employees' productivity. Intuitively, such a link makes sense. In fact, Lull, Frank, and Piersol (1955) surveyed presidents of the largest 100 U.S. Corporations and found that 96 percent believed in "a definite relationship" between communication and productivity. This study will examine the area of organizational communication between two interdependent groups of persons namely employers or managers and employees or workers.

Studies shows that employees perform their tasks effectively when they have accesses to sound information relating to their jobs (Adler, 1999). Also according to (Sriussadaporn, 2006) most communication breakdown through ambiguous language between co-workers or unclear instructions between managers and staff. Sometimes, it might be misunderstood due to poor writing or unclear message, however, clear communication, on the other hand, can improve productivity with leading to a more efficient and effective work place. The findings suggest that the link between communication and productivity is more complex than previously assumed. Meanwhile, in other studies, (Kim, 2002; Maertz and Griffeth, 2004; Rho, 2009; Abugre, 2010) effective communication rather empowers employees to do their jobs right the first time.

Effective communication also helps to cut out on waste time in production since employees are provided with the necessary tools to succeed and meet set objectives of the organization, provide accurate feedback on employees performance hence improving their productivity on the job. Communication in the work place takes several forms and each impact employees productivity in a different way. To internal communication between management and employees builds understanding of organizational goals and helps motivate employees. Communication helps employees complete their tasks more efficiently. Literature shows that poor communication can result in missed opportunities in business and poor performance in the office. Poor communication can be a bane for any company or organization, small or large (Sriussadaporn, 2006).

When an organization practices effective communication skills, the workers are prone to keep one another accountable. Because effective communication provides clear instruction, each employee knows exactly what is expected of him. This allows co-workers to maintain a certain level of accountability with one another, which increase productivity (Rho, 2009). Besides other scholars have found that effective communication significantly affects employees work behavior (Kim, 2002; Maertz and Griffeth, 2004; Abugre, 2010). Employees are ambassadors of the company therefore once they effectively communicate with a client and answer his or her questions clearly; it can raise the clients' confidence in the company. If leadership in an organization fails to communicate a clear vision and clear objectives for staff morale can suffer. Other than creating a sound mood in the work place, poor morale can harm productivity and external relations as well, and poor communication can play a large factor in fostering a negative cycle (Abugre, 2011).

From the early studies, it has seemed almost axiomatic that the existence of communication within an organization would in all likelihood enhance employee's productivity. Goodnight; Crary, Balthrop, and Hazen (1974) found only a .02 correlation between overall communication satisfaction and productivity in a study of management level personnel and their subordinates within a large Mid Western Corporation. Productivity was measured with a single item scale; and a certain item measure was given to assess various aspects of communication within the company, including communication climate, communication within the work group, integration of the individual with the organization, and total communication satisfaction.

In an attempt to replicate this study in another organization, Hazen and Balthrop (1975) tested two groups of middle and lower management personnel in a single manufacturing plant. Communication satisfaction was assessed in this study with a certain item measure which included questions focusing up on communication climate, personnel feedback, corporate perspective, organizational integration, communication with superiors, communication with subordinates, horizontal communication, and use of the media; productivity ratings were secured through a single-item scale. The researchers found a .17 correlation between communication satisfaction and productivity.

According to those scholars, organizational communications have an impact on employee's productivity. From research point of view, effective communication enhances productivity because it empowers those working in the organization. The more information each employee has, the more he/she will feel empowered to execute his/ her tasks with confidence and direction. When an employee has an accurate understanding of what needs to be done and how to get the tasks accomplished, he/she will be more willing and motivated to do it. Effective communication empowers people to do their jobs right the first time. When communication is not effective, the result is increase in production time, which results in decrease in productivity. In order to avoid this outcome, effective communication must be in place.

Kersley and Martin (1997) wanted to prove that "communication between works and firms is associated with faster productivity growth." Communication is most effective on productivity growth because employees are encouraged to contribute more tasks. With the knowledge, internal communication has an impact on productivity along with a closer identification with one's company; any good manger is able to find an approach to implement the right communication systems and to guarantee that the amount of information is right to increase productivity. Increased productivity means that resources are used more efficiently. Thus, if other circumstances remain stable, higher gains can be realized by the business. This can result in a company having higher liquidity and greater competitiveness in today's business world.

2.3 The Conceptual Framework of the study

Figure 1.2 depicts the conceptual model of the study derived from the basic variables of the research and from literature review. It shows the role of various variables on organizational communication, which has an effect on employees' productivity. Moreover, a certain item measures were given to assess various aspects of communication within the company such as work-related communication, communication satisfaction, and work flow of communication. Work-related Communication was assessed in this study with a certain item measure, which included questions focusing up on corporate information, encouragement of employees, communication systems of the organization, work procedures of the organization, proper handling of employees' files. Communication satisfaction was assessed in this study with a certain item measure, which included questions focusing up on communication of subordinates, co-workers communication, organizational integration, personal feedback, smooth communication, communicational climates and media quality. Lastly, Communication flow of the organization was assessed in this study with a certain item measure, which included questions focusing up on communication with top managements, horizontal communication, informal communication, employees commitment, employees work feelings, organizational treatment, problem resolutions, employees participation in decision making. Productivity measured with a single item scale, which is self-rated system.

Therefore an appropriate communication dimension within the organization leads to effective communication, which finally results in employees' productivity within the organization. The researcher has not get well formulated conceptual model of communication on productivity, due to this problem it was formulated by the researcher considering the literature review of the previous and current study. Future researches can test the model empirically to assess the individual role and impact of each of the variables in delivering appropriate communication. Having looked at the research problem with regard to the organizational communication, Burie Kool Water Company need to look at the variables that have a bearing on employees' productivity. These variables affect employees' productivity either positively or negatively resulting in the outcome that is broken down into the organizations perspective concerning the increase in revenue, increased business and increased productivity of employees. It is already known that variables are important to be defined in the process of conducting research. In this

study, therefore, there are two major variables, one is the dependent variable, which is the employees' productivity of the company; the other is the independent variable, which is organizational communication.

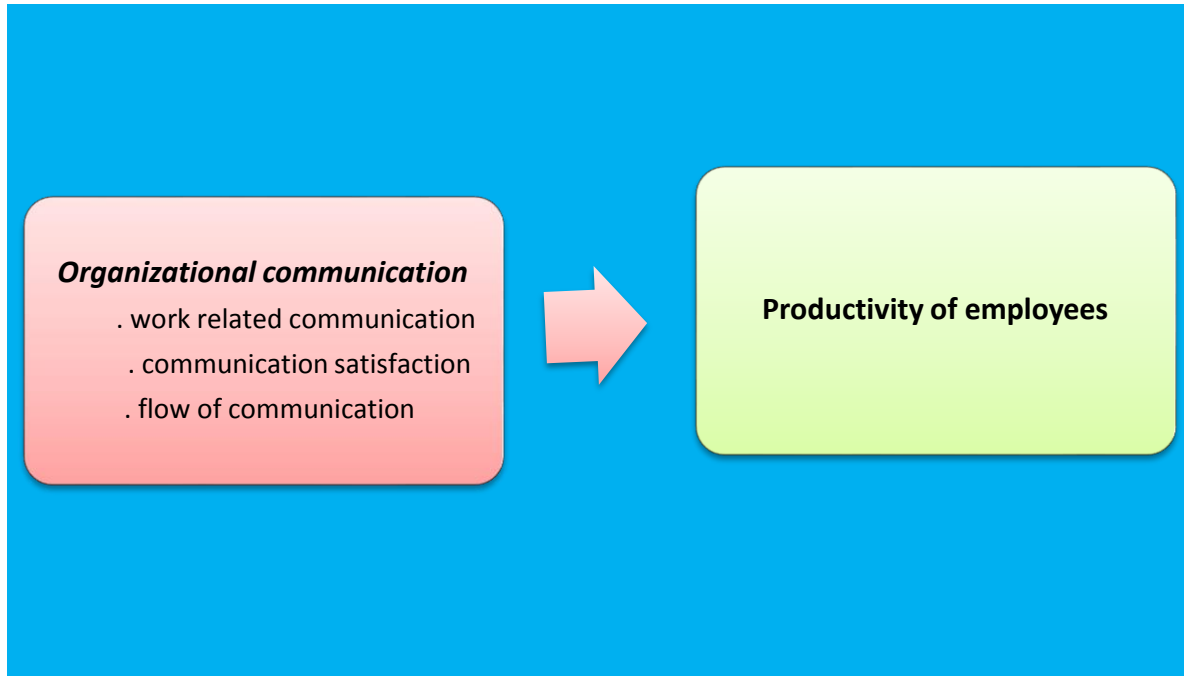


Figure 1.2 The conceptual model of the study

Source: Formulated by the researcher, 2015

CHAPTER THREE

METHODOLOGY OF THE STUDY

Introduction

This chapter works at the methodology on how the data and other information relevant to the study was collected and analyzed in order to achieve the research objectives. The aim of this study was to investigate the role of organizational communication on employees productivity. It is then followed by research findings and analysis of the data collected in this study. In this chapter, the approach to the current study is presented. It includes detailed information on the samples, an introduction of the measurement instruments, and the means of the data collection and analysis is described.

3.1 RESEARCH DESIGN

The research is conducted based on explanatory or casual studies with the assumption of investigating the role organizational communication on employees' productivity. Therefore, the research was conducted based on cause and effect relationship between variables. Using this type of research method, it is possible to collect detail descriptions of existing organizational problems. Therefore, an appropriate research method to meet the desired objectives has been achieved. Since the aim of the current study is to test the predictive relationship between organizational communication and employees' productivity, the quantitative approach was also chosen. Furthermore, it assumed that the nature of the problem needed wide explorations and investigations.

3.2 POPULATION AND SAMPLING FRAMEWORK

There are 229 employees who work in the organizations of which 170 are males and 59 are females. A total of 145 employees were taken as a sampling framework of the research of which 113 are males and 32 are females based sample size determination (confidence level= 0.05) from Morgan and Krejcie table of determining sample size. The population of the study consists of employees in Burie Kool Company, which is found in West Gojjam Zone, Amhara region.

3.3 SAMPLING DESIGN

For the reason that the research was conducted to investigate the role of organizational communication on employees' productivity, the sampling design was based on probability sampling. From probability sampling, the researcher used simple random sampling method by lottery system. The researcher of the current study firstly contacted the human resource department of the organization in order to get the files of all the population. The organizational communication questionnaires and productivity questionnaires, along with the demographic form were stapled together and presented as one questionnaire. Then, from the human resources department, the researcher printed out all the names of the population. Again, each of the population members is assigned a unique number. The numbers are placed in a bowl and thoroughly mixed. Then, the researcher selects numbers randomly. Population members having the selected numbers are included in the sample.

Furthermore, in order to obtain more honest answer from the employees, the respondents could contact the researcher while getting confusion. The respondents were asked to answer the questionnaires anonymously. The researcher stated that participation in the research was voluntary and that all the information would remain confidential.

3.4 DATA COLLECTION METHODS

There were two types of data that was collected namely primary and secondary. The researcher used primary data through questionnaire and prepared self-administered surveys or closed questionnaires for the main reason that they are tools which is proved for effective gathering a variety of information from large population within a short period of time, it offers the most effective method for securing feedback on the effectiveness of good communication within the organization and the questionnaire is developed to directly address the goal of the study. Furthermore, secondary data was obtained literature from books, journals, and the internet as acknowledged in the literature review.

The questionnaire was designed based on multiple choice or closed-end questions, that means, the questions in the questionnaires which is scaled by “closed” answers with given modality characteristics. The questionnaires are prepared in English language and translated in Amharic language with the assumption that each employee can read and understand easily since it is the working language of the organization.

In order to assure the equivalence of the measurement in the English and Amharic versions, the researcher of the current study and other four experienced English teachers and two Amharic teachers translated it separately and then they revised together. These four English teachers and two Amharic teachers who have been teaching English and Amharic in High Schools and Higher Education preparatory schools for more than ten years teaching experiences. Furthermore, the questionnaires were tested by some College research methods teachers. They were separately evaluated the questionnaires about how the respondents easily understood and assures the grammar and the logical sequence of each item so that they can understand without getting difficulty. This is the way that the researcher can assure statistical validity of the questionnaires.

It has been stated in the beginning that the tools to be used in collecting data are questionnaires. The questionnaires prepared for employees are piloted or test. The pilot study was carried out in order to remove errors related to language, ideas, etc and to enrich the framed items. The researcher took 13 respondents from Burie Kool and Mineral Water Company in order to assure the validity of the questionnaires. The respondents selected based on convenience sampling method for the assumption of obtaining experienced respondents to amend and correct the questionnaires. This is also another way that the researcher can assure statistical validity of the questionnaires.

In the current study, an organizational communication questionnaire has three parts. These are work-related communication questionnaire, communication satisfaction questionnaire, and flow of communication questionnaire. Both Work-related communication and communication satisfaction questionnaire, the responses were rated a 5-Point Likert Scale from strongly disagree (1-point), disagree (2-point), undecided (3-point), agree (4-point), and strongly agree (5-point);

and workflow of communication questionnaire and productivity questionnaire, the responses were rated a 5-Point Likert Scale from very low (1-point), low (2-point), medium, (3-point), high (4-point), and very high (5-point).

Reliability Of Questionnaires

In order to investigate whether the scales of questionnaires that have been employed in the current research were reliable or not, the reliability (Cronbach's Alpha) of all the questionnaire was calculated. For work-related communication (Cronbach's Alpha = 0.921), communication satisfaction (Cronbach's Alpha = 0.967), and flow of communication (Cronbach's Alpha = 0.960). Therefore the Cronbach's alpha coefficient of all questionnaires are high value with (Cronbach's alpha = 0.983).

3.5 DATA ANALYSIS

The data collected from the respondents was summarized based on quantitative data analysis method, which contains information collected through questionnaires. The research purpose of the current study is to examine the predictive relationship between organizational communication and employees' productivity in the context of Burie Kool and Mineral Water Company. In this part of the analysis and justification of the findings from the respondents are approached and summarizing the relevant questionnaires with respective responses from an issue. It contains three main parts. The first parts deals with analysis of demographic data of the respondents, the second parts revealed that the analysis and interpretation of the questionnaire items, and lastly the discussion of basic research questions would be elaborated.

In this research, descriptive and inferential statistics were used to analyze the collected data. Descriptive statistics were included mean and standard deviations which is provided information about the perceptions of employees in the organization on organizational communication and from inferential statistics, the Pearson's correlation coefficient was used as a tool to test the correlation (if there is) between organizational communication and productivity because it limits generalizations to the particular group of individual observed and the data is analyzed to collect

valuable information about the nature of participants, as well, regression analysis was used to analyze the data collected. After collecting and tabulating the necessary data, the statistical software program SPSS version 20 was performed. The finding from these analyses provided a suggestion of how organizational communication among employees' in the organization affects employees' productivity. Besides, the investigation of the demographic of the sample helped to know the background of the sample.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

Introduction

In this chapter, results and discussion of the data which were collected from respondents via questionnaires would be discussed. Specifically, the demographic profile of respondents would be detailed. Furthermore, the statistically methods of analysis which included a descriptive statistics, correlation analysis, and regression analysis were discussed. The aim of this research was to investigate the role of organizational communication on employees productivity.

4.1 Demographic Characteristics of Respondents

Table 4.1 Gender of Respondents

Variables	Frequency	Valid percent
M	113	77.9
F	32	21.9
T	145	100.0

Source: Survey, May 2015.

(Note: n = 145)

The Table 4.1 above shows that out of the one hundred forty-five employees participated in the research one hundred-thirteen were males representing 77.9% while thirty-two were females also representing 22.1%. The gap between males and females employees was wide which represents the fact most of the employees are males-dominated.

Table 4.2 Age of Respondents

Variables	Frequency	Valid Percent
< 21 years old	9	6.2
21 - 29 years old	72	49.7
30 - 39 years old	41	28.3
40 - 49 years old	18	12.4
> 50 years old	5	3.4
Total	145	100.0

Source: survey, May2015

(Note: n = 145)

Table 4.2 shows that from one hundred forty-five employees nine was below 21 years old representing 6.2%, seventy-two employees are between twenty one up to twenty-nine years old representing 49.7%, forty one employees are between thirty up to thirty-nine years old representing 28.3%, eighteen employee are between forty and forty nine years old representing 12.4%, and lastly five employees are above fifty years old representing 3.4%. The majority of employees of the organization are youth, which represents the fact that they are under the productive age of their life.

Table 4.3 Educational Background of Respondents

Variables	Frequency	Valid Percent
Grade 10 complete	11	7.6
Grade 12 complete	26	17.9
College Diploma	72	49.7
Degree Holder	35	24.1
Masters Degree	1	.7
Total	145	100.0

Source: survey, May 2015.

(Note: n = 145)

The Table 4.3 above shows that eleven of the respondents are Grade 10 complete representing 7.6%, while twenty-six respondents are Grade 12 complete representing 17.9%, seventy-two respondents have attained College Diploma representing 49.7%, thirty-five respondents are Degree Holders representing 24.1%, the remaining one respondent have attained Master's Degree representing 0.7%.

Table 4.4 Responsibility of Respondents

Variables	Frequency	Valid Percent
Factory employees	101	69.7
Administrative employees	32	22.1
Supportive employees	12	8.3
Total	145	100.0

Source: survey, May 2015.

(Note: n = 145)

The table 4.4 above depicted that one-hundred one respondents are factory employees representing 69.7%, thirty-two employees are administrative employees representing 22.1%, and lastly twelve respondents are supportive employees representing 8.3%.

Table4.5 Tenure or Work experience of Respondents

Variables	Frequency	Valid Percent
< 5 years	26	17.9
5 - 10 years	72	49.7
11 – 15 years	31	21.4
16 - 20 years	13	9.0
> 20 years	3	2.1
Total	145	100.0

Source: survey, May 2015.

(Note: n = 145)

Table 4.5 depicts above the years of services of respondents. From the table, twenty-six respondents representing 17.9% have worked below 5 years; seventy-two of the respondents representing 49.7% have been with the company for 5-10 years while thirty-one respondents representing 21.4% have worked for 11-15 years; thirteen respondents representing 9.0 have

been serving the company for 16-20 years, and the remaining three respondents have worked more than 20 years with the company.

4.2 Descriptive and Inferential Statistics of Respondents

In this sub chapter, descriptive statistics was used to examine the mean, standard deviation; and inferential statistics like correlation, regression analysis and other relevant information of the data was employed. Since the aim of the current study is to examine the role of organizational communication on employees productivity, the researcher could be focused on correlation and regression analysis.

Table 4.6 Descriptive statistics of work-related communication items

Items	Mean	Standard Deviation
1. Corporate information	4.41	0.961
2. Encouragement of employees	4.20	1.262
3. Communication systems of the organization	4.49	0.875
4. Work procedures or policies of the organization	2.27	0.937
5. Proper handling of employees files	2.24	1.002

(Note: n = 145, M = Mean, SD = Standard Deviation)

Table 4.6 revealed above the mean level of work-related communication items. The mean scores could theoretically range from a strongly agree of “5” to a strongly disagree of “1”, with “3” being the midpoint or expected mean of the respondents. The average mean level of the corporate information within the organization communication systems is (M = 4.41, SD = 0.961). The analyses revealed that the mean score of this variable is above the theoretically midpoint. From this, the researcher concluded that the organization communication systems allow employees for efficient and effective exchange of information within the organization. The average mean level of the encouragement of employees is (M = 4.20, SD = 1.262). The analyses revealed that the mean score of encouragement of employees is above the theoretically midpoint. From the analysis, employees have good encouragements in doing their work; therefore, the organization could continue this trend in order to enhance employees’ productivity.

Furthermore, the averages mean level of effective communication systems of the organization to employees productivity is ($M = 4.49$, $SD = 0.875$). The analyses reported that the mean score of this variable is still above the theoretically mid-point. Effective communication of the organization among employees within the organization makes employees more productive. Consequently, the organization implemented effective communication systems to meet the overall communication satisfaction of employees in order to enhance productivity of employees. Consequently, the researcher recommends the following techniques to improve effective communication systems such as understanding of the background and culture of employees, formal training in oral and written communication, reduce noise by using multiple channels, lastly the organization communication audit to assess the current state of the communication system of the company.

Lastly, the average mean score of work procedures or policies of the organization and Proper handling of employees files is ($M = 2.27$, $SD = 0.937$) and ($M = 2.24$, $SD = 1.002$) respectively. The analyses revealed that the mean score of the two variables is below the theoretically mid-point. From the analysis, the researcher observed that there are excessive procedures of work or rigid policies of the organization, which have affect on employee's productivity. In the same way, there if poor handling of employees files which arise complains in the work area. Therefore, the organization could reduce unnecessary procedures within the work are and it employed proper handling of employees' files in order to improve employees' productivity.

Table 4.7 Descriptive statistics of communication satisfaction items

Items	Mean	Standard Deviation
1. Communication of subordinates	2.13	1.009
2. Co-workers communication	3.84	0.887
3. Organizational integration	2.43	0.956
4. Personal feedback	2.42	1.032
5. Smooth communication of the organization	2.13	0.852
6. Communicational climates	2.13	0.930
7. Media quality	3.72	1.090

(Note: $n = 145$, $M = \text{Mean}$, $SD = \text{Standard Deviation}$)

Table 4.7 revealed above the mean level of communication satisfaction items. The mean scores could theoretically range from a strongly agree of “5” to a strongly disagree of “1”, with “3” being the midpoint or expected mean of the respondents. The average mean value of the communication system of the company’s with their subordinates is ($M = 2.13$; $SD = 1.009$). The analyses reported that the mean score of this variable is below the theoretically mid-point. The report shown that organization communication with their employees’ is poor. On the other hand, the mean score of co-workers communication within the organization is ($M = 3.84$; $SD = 0.887$). This indicated that there is effective co-workers communication among employees of the organization.

Furthermore, the mean score of organizational integration ($M = 2.43$, $SD = 0.956$), personal feedback ($M = 2.42$; $SD = 1.032$), smooth communication of the organization ($M = 2.13$, $SD = 0.852$), and communicational climates ($M = 2.13$, $SD = 0.930$). The analyses reported that the mean score of these four items is below the theoretically mid-point. Therefore, the management of the organization improves its integration with employees’, openness to receive employees’ feedback, creating smooth communication, and forward more freedom of action in providing suggestions so as create conducive communicational climates.

From the results, shown in the table the researcher concluded that there is no smooth and efficient communication system of the company with their subordinates. Barriers and associated problems common with organizational communication affect work productivity of employees negatively. The extreme need to improve or find solutions to the highlighted problems and barriers is imperatively necessary.

Table 4.8 Descriptive statistics of flows communication items

Items	Mean	Standard Deviation
1. Communication with top managements	2.39	0.689
2. Horizontal communication	2.81	0.697
3. Informal communication	2.86	0.673
4. Employees commitment	3.93	0.761
5. Employees work feelings	2.50	0.756
6. Organizational treatments	2.60	0.861
7. Organizational Problems resolutions	1.82	1.200
8. Employees participation in decision-making	2.21	0.763

(Note: n = 145, M = Mean, SD = Standard Deviation)

Table 4.8 revealed above the mean level of communication satisfaction items. The mean scores could theoretically range from a very high of “5” to a very low of “1”, with “3” being the midpoint or expected mean of the respondents. The average mean level of communication with superior or top-level management is (M = 2.39, SD = 0.689), horizontal communication (M = 2.81, SD = 0.697), informal communication (M = 2.86, SD = 0.673). The analyses revealed that the mean score of these three items of communication is below the theoretically mid-point. The researcher revealed that organization might well communicate with employees’ and improved has horizontal communication between the departments in order to enhance employees’ productivity.

In the same way, the researcher concluded that the company top-level managements could properly use informal communication with employees to enhance its productivity. Informal communication in today’s organizations used as a means of work-oriented communication. The informal communication between employees in the organization builds an informal network through which they share informal information. People in the network transmit information to others with whom they come into contact, so the informal communication breaks off the organizational boundaries (Green and Baron, 2008, 354-356). Therefore, the information is usually wide spreads and rapidly.

The informal channel is sometimes called and known as “grapevine”, and it is mainly based on social relations (for example, friendship, or acquaintance) among the members in an organization (Bratton et al., 2007, 329). Therefore, it has been shown that socializing informally among employees can improve work groups’ cohesiveness, provide better opportunities for satisfying employees’ social needs, and ensure a stimulating work environment in the organization.

The table revealed that the mean level of employees commitment towards their work is ($M = 3.93$, $SD = 0.761$). The analyses open that the mean score of employees’ commitment toward their work is above the theoretically mid-point. Therefore, the organization has used this opportunities and tried to identify continues improvements employees commitment toward achieving the goals of the organization. On the other hand, the mean score of understanding of employees work feelings ($M = 2.50$, $SD = 0.756$), organizational treatment ($M = 2.60$, $SD = 0.861$), organizational problems resolution ($M = 1.82$, $SD = 1.200$), and employees’ participation in decision-making ($M = 2.21$, $SD = 0.763$). The mean analysis revealed that these four items of communication is below the theoretical mid-point of the mean. Consequently, the organization has assessed the problems of these items in order to enhance productivity of employees.

Table 4.9 Descriptive statistics of the overall communication dimensions

Dimensions	Mean	Standard Deviation
1. Work-related communication	3.52	0.886
2. Communication satisfaction	2.69	0.884
3. Flow of communication	2.64	0.721

(Note: $n = 145$, $M = \text{Mean}$, $SD = \text{Standard Deviation}$)

Table 4.10 revealed above the mean level of the overall communication dimensions. The average mean value of the work-related communication dimension is ($M = 3.52$, $SD = 0.886$). The analyses reported that the mean score of this dimension is above the theoretically mid-point. Even though the respondents rated moderately agree, the organization could improve work related communication of employees in order to enhance employees’ productivity. On the other hand, the average mean score of communication satisfaction dimension and flow of communication dimension is ($M = 2.69$, $SD = 0.884$), ($M = 2.64$, $SD = 0.721$) respectively. The analyses reported that the mean score of both dimensions are below the theoretically mid-point.

From the analysis, the researcher concluded the overall communication satisfaction and flows of communication dimension within the organization is not effective and efficient. Therefore, the organization has expected to meet the overall communication satisfaction of employees' and disseminating good flows of communication within the organization to improve productivity of employees.

Table 4.10 Descriptive statistics for the overall productivity of employees

Items	Mean	Standard Deviation
Overall productivity of employees	4.02	0.642

(Note: n = 145, M = Mean, SD = Standard Deviation)

Table 4.9 revealed the above the mean level of the overall productivity of employees. The mean scores could theoretically range from a very high of “5” to a very low of “1”, with “3” being the midpoint or expected mean of the respondents. Productivity of employees' measured in different distinct ways. For this research purpose, self-rated method was applied which means employees' rated their own productivity. The average mean value of the overall productivity of employees'' within the organization is (M = 4.07, SD = 0.642). The analyses revealed that the mean score of this variable is above the theoretically mid-point. Employees were rated high productivity relative the overall mean scores.

Table 4.11 Pearson Correlation of work-related communication items and employees productivity

Correlation analysis is provided the associated relationships between variables. In the current study, Pearson Correlation coefficient was applied to investigate the strength and direction of the associated relationships and the significance level in the results obtained.

Items	Productivity	P	Correlation results
1. Corporate information Pearson correlation Sig.(2.tailed)	.697**	.000	Correlation is significant at 0.01 level (2 tailed)
2. Encouragement of employees Pearson correlation Sig.(2.tailed)	.763**	.000	Correlation is significant at 0.01 level (2 tailed)
3. Communication systems of the organization Pearson correlation Sig.(2.tailed)	.669**	.000	Correlation is significant at 0.01 level (2 tailed)
4. Work procedures or policies of the organization Pearson correlation Sig.(2.tailed)	.858**	.000	Correlation is significant at 0.01 level (2 tailed)
5. Proper handling of employees files Pearson correlation Sig.(2.tailed)	.903**	.000	Correlation is significant at 0.01 level (2 tailed)

(Note: n = 145)

From table 4.11 above the findings indicated that there is relatively strong correlation between corporate information within the organization and productivity of employees' ($r = 0.697$, $n = 145$) is significant at 0.01 level. The Pearson correlation coefficients revealed that a strong and positive relationship between encouragement of employees and employees productivity ($r =$

0.763, $n = 145$) is significant at 0.01 level. In line with the procedure to be followed, the correlation between communication systems of the organization and productivity of employees, the Pearson correlation coefficient was positive and strong ($r = 0.669$, $n = 145$) is significant at 0.01 level. The Pearson correlation coefficients indicated that a strong and positive relationship between work procedures or policies of the organization and productivity of employees ($r = 0.858$, $n = 145$) is significant at 0.01 level. However in the average mean score employees rating “disagree” on work procedures of the organization which means employees respond that there is excessive procedures or bureaucracy within the organization. Therefore, the organization could remove these unnecessary work procedures in order to enhance employees’ productivity.

Similarly, the results revealed a very strong Pearson correlation coefficient between proper handling of employees files and productivity of employees with ($r = 0.903$, $n = 145$) is significant level at 0.01 level. On the other hand, from the average mean scores employees rating “disagree” on proper handling of employees files by the organization. From this the research revealed that proper handling of employees files by the organization will may enhance employees’ productivity. Hence, the organization could proper handle employees’ files to improve productivity of the organization. Generally, most of the variables of organizational communication regarding to the work and organization strongly and positively correlated with employees’ productivity.

Table 4.12 Pearson Correlation of communication satisfaction items and employees productivity

Items	Productivity	P	Correlation results
1. Communication of subordinates Pearson correlation Sig.(2.tailed)	.844**	.000	Correlation is significant at 0.01 level (2 tailed)
2. Co-workers communication Pearson correlation Sig.(2.tailed)	.788**	.000	Correlation is significant at 0.01 level (2 tailed)
3. Organizational integration Pearson correlation Sig.(2.tailed)	.812**	.000	Correlation is significant at 0.01 level (2 tailed)
4. Personal feedback Pearson correlation Sig.(2.tailed)	.847**	.000	Correlation is significant at 0.01 level (2 tailed)
5. Smooth communication of the organization Pearson correlation Sig.(2.tailed)	.860**	.000	Correlation is significant at 0.01 level (2 tailed)
6. Communicational climates Pearson correlation Sig.(2.tailed)	.869**	.000	Correlation is significant at 0.01 level (2 tailed)
7. Media quality Pearson correlation Sig.(2.tailed)	.842**	.000	Correlation is significant at 0.01 level (2 tailed)

(Note: n = 145)

From table 4.12 above the findings revealed that there is a positive and strong correlation between communication of top-level management with subordinates and productivity of employees' ($r = 0.844$, $n = 145$) is significant at 0.01 level. However from the average mean score employees rating "disagree" which means the top-management of the organization communication with employees is poor. From this the researcher concluded that employees may perform their tasks effectively and enhancing their productivity when they have access to smooth and efficient communication from top-level management. In line with the procedure to be followed, the correlation between co-workers communication within the organization and productivity of employees, the Pearson correlation coefficient was positive and strong ($r = 0.788$, $n = 145$) is significant at 0.01 level.

Thirdly, the Pearson correlation coefficients indicated that a strong and positive relationship between organizational integration and employees productivity ($r = 0.812$, $n = 145$) is significant at 0.01 level. Similarly the results revealed a very strong Pearson correlation coefficient between personal feedback and productivity of employees with ($r = 0.847$, $n = 145$) is significant level at 0.01 level. The Pearson correlation coefficients indicated that a strong and positive relationship between smooth communication of the organization and employees productivity ($r = 0.860$, $n = 145$) is significant at 0.01 level. Furthermore, they also show very strong Pearson correlation coefficient between communicational climates and employees' productivity with ($r = 0.869$, $n = 145$) is significant at 0.01 level. On the other hand, from the average mean score employees rated "disagree" on organizational integration, personal feedback, smooth communication within the organization and communicational climates. Therefore, the researcher revealed that the organization assesses these communication factors to enhance employees' productivity. From this, the management of the organization expected to give more freedom of action for employees to provide suggestions to create conducive communicational climates, linkage of organizational integration with employees, offer smooth communication within the organization that may contributes to improve employees' productivity. Lastly, the results revealed a very strong Pearson correlation coefficient between media quality and productivity of employees with ($r = 0.842$, $n = 145$) is significant level at 0.01 level.

Table 4.13 Pearson Correlation of flows communication items and employees productivity

Items	Productivity	P	Correlation result
1. Communication with top managements Pearson correlation Sig.(2.tailed)	.756**	.000	Correlation is significant at 0.01 level (2 tailed)
2. Horizontal communication Pearson correlation Sig.(2.tailed)	.743**	.000	Correlation is significant at 0.01 level (2 tailed)
3. Informal communication Pearson correlation Sig.(2.tailed)	.810**	.000	Correlation is significant at 0.01 level (2 tailed)
4. Employees commitment Pearson correlation Sig.(2.tailed)	.863**	.000	Correlation is significant at 0.01 level (2 tailed)
5. Employees work feelings Pearson correlation Sig.(2.tailed)	.688**	.000	Correlation is significant at 0.01 level (2 tailed)
6. Organizational treatments Pearson correlation Sig.(2.tailed)	.741**	.000	Correlation is significant at 0.01 level (2 tailed)
7. Organizational Problem resolutions Pearson correlation Sig.(2.tailed)	.756**	.000	Correlation is significant at 0.01 level (2 tailed)
8. Employees participation in decision-making Pearson correlation Sig.(2.tailed)	.878**	.000	Correlation is significant at 0.01 level (2 tailed)

(Note: n = 145)

The table 4.13 above depicted that employees communication with top- level management was perceived to have a positive relationship on productivity of employees with ($r = 0.756$, $n = 145$) is significant at 0.01 level. However, from the average mean score employees rated “low” on employees’ communication with top-management. Employees’ responded that there is poor communication between top management and employees. Therefore, the organization could communicate with employees in an effective manner in order to bring productivity of employees. Similarly, the research shown high Pearson correlation coefficient between adequate horizontal communication among departments within the company and employees’ productivity with ($r = 0.743$, $n = 145$) is significant at 0.01 level. The Pearson correlation coefficient indicated a strong and positive relationship between informal communication and employees’ productivity with ($r = 0.810$, $n=145$) is significant at 0.01 level. This means that in the organization, an increase in the use of informal communication will lead to an increase the level of employees’ productivity. This is because employees think the use of informal communication within the organization having an effect on their productivity on the job. Therefore, the organization top-level managements have expected to use informal communication with employees’ to enhance their productivity.

Furthermore, the Pearson correlation coefficients indicated that a strong and positive relationship between employees commitment in the work area and productivity of employees’ with ($r = 0.863$, $n = 145$) is significant at 0.01 level. The results revealed a positive relationship Pearson correlation coefficient between employees work feelings and productivity of employees with ($r = 0.688$, $n = 145$) is significant at 0.01 level. Similarly, the research shown strong Pearson correlation coefficient between organizational treatments and employees’ productivity with ($r = 0.741$, $n = 145$) is significant at 0.01 level.

Furthermore, the Pearson correlation coefficients indicated that a strong and positive relationship between problem resolution of the organization and employees productivity ($r = 0.756$, $n = 145$) is significant at 0.01 level. Finally, the results revealed a strong and positive Pearson correlation coefficient between employees’ participation in decision-making and productivity of employees with ($r = 0.878$, $n = 145$) is significant at 0.01 level. On the other hand, from the average mean score employees rated “low” on organizational treatments, organizational problems resolutions, and employees participation in decision-making. From the analysis, the researcher revealed the

organization could treat employees' impartial, improving problem resolution techniques, and take part employees in decision-making work activities. As a result, in the current research, the Pearson correlation coefficients indicated a strongly and positively related between most of the variables used in the organizational communication and employees' productivity.

Table 4.14 Pearson Correlation of the overall communication dimensions and productivity of employees

Dimensions	Productivity	P	Correlation Result
1. Work-related communication Pearson correlation Sig.(2.tailed)	.886**	.000	Correlation is significant at 0.01 level (2 tailed)
2. Communication satisfaction Pearson correlation Sig.(2.tailed)	.914**	.000	Correlation is significant at 0.01 level (2 tailed)
3. Flows of communication Pearson correlation Sig.(2.tailed)	.863**	.000	Correlation is significant at 0.01 level (2 tailed)

(Note: n = 145)

From table 4.14 above the findings revealed that there is a positive and strong correlation between work-related communication and productivity of employees' ($r = 0.886$, $n = 145$) is significant at 0.01 level. This is because employees think the use of work-related communication within the organization having an effect on their productivity on the job. Therefore, the organization top-level managements have expected to improve work-related communication with employees' to enhance their productivity.

Furthermore, The Pearson correlation coefficient indicated a strong and positive relationship between communication satisfaction and employees' productivity with ($r = 0.914$, $n = 145$) is significant at 0.01 level. This means that in the organization, an increase in the communication satisfaction of employees will lead to an increase in the level of employees' productivity.

Similarly, the research shown a strong Pearson correlation coefficient between flows of communication within the organization and employees' productivity with ($r = 0.863$, $n = 145$) is significant at 0.01 level.

A large body of research has found a strong and positive relationship between communication and employees' productivity. According to Robbins and Judge (2011) states that perfect communication is unattainable, yet a positive relationship exists between effective communication and productivity of employees. Study shows that employees perform their tasks effectively when they have access to sound information relating to their jobs (Adler, 1990). Also according to Sriussadaporn (2006) most communications breakdown through ambiguous language between co-workers or unclear instructions between managers and staff, sometimes it might be misunderstood due to poor writing or unclear message, however, effective communication on the other hand can improve productivity of employees, leading a more efficient and effective workplace.

From the researcher point of view, effective communication enhances productivity of employees because it empowers those working in the organization. The more information each employee has, the more he or she will feel empowered to execute his or her tasks with confidence and direction. When an employee has an accurate understanding of what needs to be done and how to get the tasks accomplished, he or she will be more willing and motivated to do it. Effective communication empowers people to do their jobs right the first time. When communication is not effective, the result is increase in production time, which results in decrease in productivity. In order to avoid this outcome, effective communication must be in place.

Kersley and Martin (1997) wanted to prove that "communication between works and firms is associated with faster productivity growth." Communication is most effective on productivity growth because employees are encouraged to contribute more tasks. With the knowledge, internal communication has an impact on productivity along with a closer identification with one's company; any good manger is able to find an approach to implement the right communication systems and to guarantee that the amount of information is right to increase productivity. Increased productivity means that resources has used more efficiently. Thus, if

other circumstances remain stable, higher gains could realize by the business. This can result in a company having higher liquidity and greater competitiveness in today's business world.

The objective of the research was to investigate the role of organizational communication on productivity of employees' within Burie Kool and Mineral Water Company. Results of correlation analysis revealed a significant positive relationship between the overall communicate dimensions and productivity of employees. Generally, the findings indicated at Burie Kool and Mineral Water Company, organizational communication has a positive effect on productivity of employees.

The Regression Analysis for Variables

In this research for organizational communication dimensions associated with employees' productivity, a regression model was used. It was applied to test how far organizational communication had impact on employees' productivity. High value of R^2 represents greater explanatory power of the regression equation.

Table 4.15 Regression Model for organizational communication dimension

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.859	.856	.243

(Note: n = 145)

a. Predictors: (Constant), organizational communication dimensions (work-related communication, communication satisfaction, and flows of communication)

Source: own survey, 2015

Table 4.15 above shows the R^2 value of 0.859. This results show that the independent variable, (organizational communication) accounted for 85.9 percent of the variance in employees' productivity. This 85.9 percent of the variation in employees' productivity can be explained by organizational communication dimensions (work-related communication, communication satisfaction, and flows of communication) and the other unexplored variables may explain the variation in employees' productivity, which accounts for 14.1 percent. Therefore, organizational

communication regression model procedure indicated the full model was successful, explaining 85.9 percent (Adjusted R Square = 0.856) of the variance in employees productivity.

Table 4.16 Regression Model for Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.158	.106		20.322	.000
Work-related communication	.227	.054	.314	4.218	.000
Communication satisfaction	.635	.103	.874	6.140	.000
Flow of communication	.225	.108	.253	2.089	.039

a. Dependent Variable: employees productivity

(Note: n = 145)

Source: own survey, 2015

Table 4.16 reports the results of multiple regressions for the purpose of explaining the relationship between the three organizational communication dimensions and productivity of employees. As shown in the table, that work-related communication dimension has a positive and significant effect on employees' productivity with a beta value ($\beta = 0.227$, $P < 0.001$). Therefore, in this analysis work-related communication dimension was treated as the predictor dimension of employees' productivity at ($p < 0.001$). Similarly, the results of multiple regression as presented in the table communication satisfaction dimension has a positive and significant effect on employees productivity with a beta value ($\beta = 0.635$, $p < 0.001$). Hence, communication satisfaction dimension that displayed the most consistency as a significantly a very strong predictor of employees productivity at ($p < 0.001$). On the other hand, flow of communication dimension has a positive but insignificant effect on employees productivity with a beta value ($\beta = 0.225$, $p < 0.001$).

Generally, the independent variable used in the research was organizational communication while the dependent variable was productivity of employees. There was a relationship between dependent variable (Y) and independent variable (X) in the following equation of the line of regression:

$$Y = 2.158 + 0.227X_1 + 0.635X_2 + 0.225X_3$$

Where, X_1 = work-related communication, X_2 = communication satisfaction X_3 = flow of communication

In sum, this explanatory study did confirm that employees perceived different organizational communication dimensions impinged on their productivity in a variety of ways. The degree of impacts and the reasons for the impact varied. The results indicated that both work-related communication and communication satisfaction, the correlation is strong and positive with productivity of employees. This means that an increase in these communication dimensions will lead to a significant or direct increase on productivity of employees. The results indicated that insignificant effect but positive relationship between flow of communication and productivity of employees. Therefore, from the regression analysis showed the independent variable, (organizational communication) accounted for 85.9 percent of the variance in employees' productivity, since the coefficient of determination $R^2 = 0.859$, it means that there will be 85.9% increase in the employees' productivity.

4.3 Discussion of the current Research findings

The objective of current study is to investigate the role of organizational communication on employees' productivity. Specifically, it examined the relationship of organizational communication dimensions on employees' productivity. In order to meet the objectives of the current study, the researcher answers the following basic questions.

- How an organizational communication dimensions affect employees' productivity?
- Which components of communication have an effect on employees' productivity?
- What are the possible solutions that assumed to be of a paramount importance to the problem?

Moreover, a certain item measure was given to assess various aspects of communication within the company such as work-related communication, communication satisfaction, and work flow of communication. Productivity was measured with a single item scale, which is self-rated system. The findings of the current study partially supported the previous relevant studies. The findings emphasized the important role of both work-related communication and communication satisfaction in enhancing employees' productivity. On the other hand, flows of communication has insignificant effect on employees' productivity.

A large body of research has found a strong, positive relationship between organizational communication and employees' productivity. The results of the current regression analysis revealed that communication satisfaction dimensions are a statistically significant predictor of employees' productivity. Moreover, results of a regression analysis revealed that a significant positive relationship between work-related communication and productivity of employees while results from workflow of communication showed there is insignificant effect on productivity of employees. The positive effect includes improving work-related communication, empowerment of employees, and creates smooth and efficient communication system within the organization helps to reduce waste in production and provide accurate feedback on employees' productivity. The results supported the findings from previous studies about the importance of communication. For instance, the results of the paper indicate that managers, who want to have an appropriate communication, after selection of communication channel, should have a

comprehensive plan according to their environment and organization (Seyyed, 2011). Furthermore, the results showed that communication was perceived to have an impact on productivity that varied in both kind and magnitude (Phillip and Cal, 1993). Therefore, previous literature argued for the importance of effective communication systems in order to enhancing employees' productivity. However, in another study by Irene and Kwame (2014) was identified that communication has negative effect on productivity of employees. This means an increase communication system within the organization will not increase productivity of employees.

From the early studies, it has seemed almost axiomatic that the existence of communication within an organization would enhance employees' productivity. This study will examine the area of organizational communication between two interdependent groups of persons namely employers or managers and employees or workers. Studies shows that employees perform their tasks effectively when they have accesses to sound information relating to their jobs (Adler, 1999). Also according to Sriussadaporn (2006) most communication breakdown through ambiguous language between co-workers or unclear instructions between managers and staff. Sometimes, it might be misunderstood due to poor writing or unclear message, however, clear communication, on the other hand, can improve productivity with leading to a more efficient and effective work place. The findings suggest that the link between communication and productivity is more complex than previously assumed. Meanwhile, in other studies, (Kim, 2002; Maertz and Griffeth, 2004; Rho, 2009; Abugre, 2010) effective communication rather empowers employees to do their jobs right the first time.

Effective communication also helps to cut out on waste time in production since employees are provided with the necessary tools to succeeded and meet set objectives of the organization, provide accurate feedback on employees performance hence improving their productivity on the job. Communication in the work place takes several forms and each impact employees productivity in a different way. To internal communication between management and employees builds understanding of organizational goals and helps motivate employees. Communication helps employees complete their tasks more efficiently. Literature shows that poor communication can result in missed opportunities in business and poor performance in the office. Poor communication can be a bane for any company or organization, small or large (Sriussadaporn, 2006).

When an organization practices effective communication skills, the workers are prone to keep one another accountable. Because effective communication provides clear instruction, each employee knows exactly what is expected of him. This allows co-workers to maintain a certain level of accountability with one another, which increase productivity (Rho, 2009). Employees are ambassadors of the company therefore once they effectively communicate with a client and answer his or her questions clearly; it can raise the clients' confidence in the company. If leadership in an organization fails to communicate a clear vision and clear objectives for staff morale can suffer. Other than creating a sound mood in the work place, poor morale can harm productivity and external relations as well, and poor communication can play a large factor in fostering a negative cycle (Abugre, 2011).

Organizational communications have an impact on employees' productivity. From my point of view, effective communication enhances productivity because it empowers those working in the organization. The more information each employee has, the more he/she will feel empowered to execute his/ her tasks with confidence and direction. When an employee has an accurate understanding of what needs to be done and how to get the tasks accomplished, he/she will be more willing and motivated to do it.

Effective communication empowers people to do their jobs right the first time. When communication is not effective, the result is increase in production time, which results in decrease in productivity. In order to avoid this outcome, effective communication must be in place. Kersley and Martin (1997) wanted to prove that "communication between works and firms is associated with faster productivity growth." Communication is most effective on productivity growth because employees are encouraged to contribute more tasks. With the knowledge, internal communication has an impact on productivity along with a closer identification with one's company; any good manger is able to find an approach to implement the right communication systems and to guarantee that the amount of information is right to increase productivity. Increased productivity means that resources are used more efficiently. Thus, if other circumstances remain stable, higher gains can be realized by the business. This can result in a company having higher liquidity and greater competitiveness in today's business world.

Therefore, from the regression analysis showed the independent variable, (organizational communication) accounted for 85.9 percent of the variance in employees' productivity, since the coefficient of determination $R^2 = 0.859$, it means that there will be 85.9% increase in the employees' productivity. Hence, the findings indicate that at Buire Kool and Mineral Water Company, both work-related communications and communication satisfaction has a positive effect on productivity while flow of communications has insignificant effect on employees' productivity.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Findings

Firstly, the findings of the current research from descriptive statistics could be summarized in the following ways. The average mean value of the work-related communication dimension is ($M = 3.52$, $SD = 0.886$). The analyses reported that the mean score of this dimension is above the theoretically mid-point. On the other hand, the average mean score of communication satisfaction dimension is ($M = 2.69$, $SD = 0.884$), and flow of communication dimension is ($M = 2.64$, $SD = 0.721$). The analyses reported that the mean score of both dimensions are below the theoretically mid-point.

Secondly, the analyses from Pearson correlation co-efficient could be summarized in the following ways. The findings revealed that there is a positive and strong correlation between work-related communication and productivity of employees' ($r = 0.886$, $n = 145$) is significant at 0.01 level. This is because employees think the use of work-related communication within the organization having an effect on their productivity on the job.

Furthermore, The Pearson correlation coefficient indicated a strong and positive relationship between communication satisfaction and employees' productivity with ($r = 0.914$, $n = 145$) is significant at 0.01 level. This means that in the organization, an increase in the communication satisfaction of employees will lead to an increase in the level of employees' productivity. Similarly, the research shown a strong Pearson correlation coefficient between flows of communication within the organization and employees' productivity with ($r = 0.863$, $n = 145$) is significant at 0.01 level. The regression analysis showed the independent variable, (organizational communication) accounted for 85.9 percent of the variance in employees' productivity, since the coefficient of determination $R^2 = 0.859$, it means that there will be 85.9% increase in the employees' productivity. Hence, the findings indicate that at Buire Kool and Mineral Water Company, both work-related communications and communication satisfaction has a positive effect on productivity while flow of communications has insignificant effect on employees' productivity.

5.2. Conclusions

By summarizing the analysis, the researcher has drawn the following conclusions. The objective of this study was to investigate the role of organizational communication on employees' productivity in Burie Kool and Mineral Water Company. In sum, this explanatory study did confirm that employees perceived different organizational communication dimensions impinged on their productivity in a variety of ways. The degree of impacts and the reasons for the impact varied. The results indicated that both work-related communication and communication satisfaction, the correlation is strong and positive with productivity of employees. This means that an increase in these communication dimensions will lead to a significant or direct increase on productivity of employees. The results indicated insignificant effect between flow of communication and productivity of employees. This due to the fact employees think the flows of communication dimensions does not have a major effect on their productivity on the job.

Specifically, in the current research the Pearson correlation coefficients indicated that a strong and positive relation between the overall communication dimensions and productivity of employees. The positive effect includes improving work-related communication, empowerment of employees, and creates smooth and efficient communication system within the organization helps to reduce waste in production and provide accurate feedback on employees' productivity.

The communication in organization is so important that it is said, the first and most important task of managers that they have to expand communication system in the organization. Necessary information should be considered before decision-making must be taken. Communication is considered as the blood vessels that bring life flows and lack of information cause will be disorder of the heart. In short, without effective communication tasks of survival and it will not be possible. The employees are the key sources to bring success in organization. In order to enhance productivity of employees, organization must address the apprehensions and issues related with them.

In this paper investigated all aspects and points to effective communication in the organization, it gain in conclusion that improving work-related communication, attaining communication satisfaction of employees and disseminating proper flow of communication are some of the most effective way in enhancing employees productivity and building relationship with employees,

and qualified managers have to pass over all stages of communication. I hope that the results of this paper caused the attention of managers in doing their responsibilities.

5.3. Recommendations

In view of the findings, the researcher has drawn the following reliable recommendations are made to improve productivity of employees by using effective organizational communication systems within Burie Kool and Mineral Water Company.

- ❖ The relationship between the top-level managements and employees' should be smooth and harmonious. The top-level managements should be advice to create a culture of open discussion with employees since most of the employees' replied that there is no smooth and efficient communication system within the organization.
- ❖ The managements of the organization should allow employees participations in decision-making process to plan attainable goals and to create good communication systems by considering employees' suggestions and comments as much as possible.
- ❖ Managements should also make use of other channels of communication to enhance employees' productivity since from the review the study found informal communication as the most used and preferred choices of channel among employees since it binds employees together which introduces the sense of cooperation. This in the end could enable management of Burie Kool and Mineral Water Company to control the informal communication (Grapevine) in the organization since it can be misleading the accurate and breed conflict among employees.
- ❖ The management of organization should encourage all employees towards active listening to employees' grievances.
- ❖ The inter-personal communication among employees should be improve so that accurate and timely information can be passed on for completion of tasks to cut out on wasted time so that the objectives of the organization can be met.
- ❖ With the knowledge, internal communication has an impact on productivity along with a closer identification with one's company, any good manager is able to find an approach to implement the right communication systems and guarantee that the amount of information is right to increase productivity of employees.

- ❖ The management of the organization should use more frequently the suggestion boxes as feedback form.
- ❖ The management of the organization should enhance productivity of employees by improving effective communication systems that is implemented within the organization.
- ❖ The management should conduct a periodic needs assessment to determine the level of individual productivity of employees and identify methods for increasing employees' productivity based on these findings.
- ❖ To other researchers, though this research can serve as a point of reference, they should attempt to find out the relevance of communication through informal communication in terms of its impact on employees' effectiveness and operation cost reduction especially in the public sectors.

Space for Future Research

This section will give recommendations about further research subjects related the study. The current research generally focuses on organizational communication, this goes against specific theories or concept with in this area. Further analysis about this area could be a fascinating research subject. Burie Kool and Mineral Water Company is not a huge organization; however, they have not implemented effective organizational communication to enhance employees' productivity. In this way to enrich an investigation of this area can be seen in studying every level of organization, since I have not conducted research for all organizations. This research can be extended in the future through the investigation of other companies from other fields of activity and make comparative studies between different sectors. Thus, getting a bigger sample, which includes every levels of organization, can help to open the full picture. Likewise, it would be interesting to research the whole organizations, investigating how an organizational communication affects employee's productivity. Another area that would be interesting to investigate further is business organization across the country of Ethiopia.

The limitations of the current research as a communication study only focused on the direct role of communication in the process of employees' productivity. However, there are other factors which may also influential in the process, for instance, like the literature suggested interpersonal relationships, cohesion, leadership style, communication climate, informal communication and so on. Moreover, the other organizational outcomes such as absenteeism, job satisfaction, organizational change, employees' turnover, and so on could also be included. Future research could test more variables and do a deeper statistical analysis to investigate the possibilities of interaction and effects. A subject that never gets old is how organizational communication affects productivity of employees. I suggest that the organizational communication is investigated further, especially in organizations that are operating in huge and a highly specialized environment. Therefore, future practitioners as well as scholars will have to be more precise in their approaches in order to cope with what appears to be a fairly complex relationship between communication and productivity.

REFERENCES

- Abugre, J.B., (2010). *Essentials of employees communication*; empirical evidence for theoretical and managerial practice. Saarbrücken: GMBH and Co, Lambert.
- Adler, R.B. and J.M. Elmhorst, 2005. *Communicating at work principles and practices for business and the professions*. New York: McGraw-Hill.
- Adler, R., (1999). *Communicating at work: Principles and practices for business and the Professions*. Boston: McGraw-Hill College.
- Barnard, C. (1938). *The Function of the Executive*. Cambridge, MA: Harvard University Press.
- Barrett, Deborah J., (2006). *Strong Communication Skills a must for today's leaders, Handbook of Business Strategy*, Emerald, pp: 385-390.
- Barrett, D. J. (2002). *Change Communication: using strategic employee communication to facilitate major change. Corporate Communications. An International Journal*, 7(4), 219-231.
- Baskin, O.W., and C.E. Aronof. (1989). *International Communication in Organizations*. Santa Monica, CA: Goodyear.
- Berlo, D.K. (1960). *The Process of Communication*. New York: Hult, Rinehart, and Winston.
- Bloisi, W., Cook, C.W., and Hunsaker, P.L. (2007). *Management and Organizational Behavior*. 2nd edition. Maidenhead: McGraw-Hill.
- Bolarinwa, J.A., and Olorunfemi, D. Y., (2009). "*Organizational Communication for Organizational Climate and Quality Service in Academic Libraries.*" *Library Philosophy and Practice* (e-journal) paper 305.
- Bovee, C.L., J.V. Thill and B.E. Schwartzman, 2004. *Business communication essentials*, 1st Edn: Pearson Education, Inc.
- Bratton, J., M. Callinan, C. Forshaw, and P. Sawchuk. (2007). *Work and Organizational behavior. Understanding the workplace*. New York: Palgrave Macmillan.
- Buckley, W. (1967). *Sociology and Modern Systems Theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Champoux, J. E., (1996). *Organizational Behavior: Individual, Groups, and Process*. Minneapolis: West.

- Chen, J.C., Silverthorne, C., and J. Y. Hung. (2005). *Organizational Communication, Job stress, Organizational commitment, and Job performance of Accounting Professionals in Twain and America*. *Leaderships and Organizational Development Journal*, 27(4), 242-249.
- Cheney, G., Christensen, L. T. Zorn T. E. and Ganesh, S. (eds.) (2004). *Organizational Communication in an Age of Globalization. Prospects Heights*: Waveland press.
- Davis, B.D. and Miller, T.R. (1966). *Job preparation for the 21st century: a group project learning model to teach basic workplace skills*. *Journal of Education for Business*. 72, 69-73.
- Deetz, S. (2001). Conceptual foundations. In F.M. Jablin and L.L. Putnam (Eds.). *The new handbook of Organizational Communication: Advances in theory, research, and methods* (pp.3-46). Thousand Oaks, CA: Sage.
- Deetz, S. (1994). *Representative Practices and the political analysis of corporations: Building a communication perspective in organizational studies*. In B. Kovacic (Ed.), *Organizational Communication: New perspectives* (pp.209-242). Albany, New York: University of New York Press.
- De Ridder, J. (2003). *Organizational Communication and Supportive employees*. *Human Resource Management Journal*, 4(4), 1-10.
- Diwan, P. (2000). *Communication Management*. Kuala Lumpur: Godden Books.
- Drenth, P.J.D., Thierry H., De Wolff, C.J., (1998), *Handbook of work and Organizational Psychology* (2nd Edition), East Sussex, Psychology Press Ltd.
- Dvorak, P. (2007). *How understanding the “why” of decisions matters*. *Wall Street Journal*. B3.
- Eisenberg, E.M., and Goodall, H.L. (2001). *Organizational Communication: Balancing Creativity and Constraint*. New York: Bedford/st. Martin's.
- Etzioni, A. (1964). *Modern Organizations*. Englewood Cliffs, NJ: Prentice-Hall.
- Fayol, H. (1949). *General and Industrial Management* (Storrs, Trans.). London: Pitman.
- Francis, D. (1989). *Organizational Communication*. United Kingdom: Gower.
- Gibb, J. (1961). *Defensive Communication*. *Journal of communication*, 11, 141-148.
- Goldhaber, G.M. (1993). *Organizational Communication*. 6th ed. Dubuque, IA: Brown.
- Goldhaber, G.M. (1990). *Organizational Communication*. (5th Ed.). Dubuque, IO: Wm.C. Brown.

- Goodnight, G. T., Crary, D.R., Balthrop, V.W., and Hazen, M.D., "*The Relationship between Communication Satisfaction and Productivity, Role Discrepancy, and Need Level,*" Paper Presented at the International Communication Association Convention, New Orleans, Louisiana, April 1974.
- Greenberg, J., R.A. Baron. (2008). *Behavior in Organizations*. 9th ed. Upper Saddle River, NJ: Pearson Education.
- Hazen, Michael D. and Balthrop, Virgil W., "*A causal Analysis of the Relationship Between Communication Satisfaction and Productivity, Role Discrepancy, Need Level, and Organizational position,*" Paper Presented at the International Communication Association, Chicago, Illinois, April 1975.
- Holter, N.C., and Kopka, D. J. (2001). *Developing a work place skills course: Lessons learned*. Journal of Education for Business, 76(3), 138-143.
- Hybels, S., and Weaver, H.R. (2001). *Communicate Effectively* 6th Ed. Boston: McGraw-Hill.
- Irene, A., and Kwame, A.D. (2014). *Strategic Communication: Impact on productivity and company image*: International Journal of Management and Sustainability 3(9): 567-579
- Katz, D., and Kahn R.L. (1966). *The Social Psychology of Organizations*. New York: John Wiley and Sons.
- Kersley, Barbara, and Christopher Martin. "*Productivity Growth, Participation and Communication.*" Scottish Journal of Political Economy 44(5) (1997):485-501.
- Kim, S., 2002. *Participative management and job satisfaction: Lessons for management leadership*. Public Administration Review, 62(2): 231-241.
- Koonth, H. (2001). *Management: A global Perspective*. 10th Ed. New York: McGraw Hill.
- Kotler, P., 2006. *Integrated advertising, promoting and marketing communication*. Prentice Hall PTR.
- Kreps, G.L. (1990). *Organizational Communication* (2nd Ed.). United Kingdom: Longman.
- Leavitt, H.J. (1994). *Managerial Psychology*. 2nd edition. Toronto: The University of Toronto Press.
- Lesikar, R.V. (2000) *Business Communication*. In Stoner, J.A. (Ed.) Management. 6th Ed. New Delhi: prentice-Hall.

- Lull, P., Frank, R., and Pierson, D., (1955), *what Communication means to the Corporation President*. *Advanced Management*, 20, 17-20.
- Maes, J.D., Weldy, T.G., and Icenogle, M.L. (1997). *A Managerial Perspective: Oral communication competency is most important for business students in the work place*. *Journal of Business Education*, 34, 67-80.
- Maria, T. J., (2003). "*Organizational Communication- A review*." Research and Development no. 1/2003, Agderforskning, Norway.
- Maslow, A.H. (1954). *Motivation and Personality*. New York: Harper and Row.
- Mc Gregor, D. (1960). *The human side of enterprise*. New York: Mc Graw-Hill.
- Miller, K. (2003). *Organizational Communication: Approaches Processes* (3rd Ed.) Belmont, CA: Wadsworth.
- Mowle, J. (2004). *Local corporate learning center pushes executives out of their comfort zones*. Colorado Springs Business Journal.
- Onuoha, C. B. (1991). *Fundamentals of business and management in Nigeria*. Aba: Unique Press.
- Perrigo, E.M., and Gaut, D.R., (1994). *Is academia "in sync" with the business world?* *Journal of Career Planning and Employment*, 54(3), 58-60.
- Phattanacheewapul, A., and P. Uassahawanitchakit (2008). *Organizational justice versus Organizational Support: The driven-factors of employee satisfaction and employee commitment on job performance*. *Journal of Academy of Business and Economics*, 8(2), 114-123.
- Phillip, G., Clampitt and Cal G., Downs (1993). *Employees perceptions of the relationship between communication and productivity: a field study*: *The Journal of Business Communication* 30(1)
- Postmes, T., Tanis, M., and de Wit, B. (2001). *Communication and Commitment in Organizations: A Social identity approach*. *Group Processes and Intergroup Relations*, 4(3), 207-226.
- Putnam, L. L., and Cheney, G. (1985). *Organizational Communication: Historical development and future directions*. In T.W. Benson (Ed.). *Speech Communication in the 20th Century* (PP. 130-156). Carbondale, IL: Southern University Press.

- Redding, W.C., and Tompkins, P.K. (1988) *Organizational communication- past and present tenses*. In G. Goldhaber and G. Barhett (Eds.). *Hand book of Organizational Communication* (PP. 5-34). Norwood, NJ: Ablex.
- Redding, W.C. (1972). *Communication within the organization*. New York: Industrial Communication Council and Lafayette, IN: Purdue Research Foundation.
- Rho, E., (2009). *The impact of organizational communication on public and nonprofit managers' perception of red tape*. Prepared for Delivery at the 10th National Public Management Research Conference (PMRC), Hyatt on Capitol Square Columbus, Ohio.
- Richmond, V.P., Mc Croskey J.C., Mc CrosKey LL., (2005), *Organizational Communication for Survival: Making work, work*. (4th Ed.). Allyn and Bacon, Needham Heights MA.
- Robbins, S.P., T.A. Judge, and T.T. Campbell. (2010). *Organizational Behavior*. Essex, England: Pearson Education Limited.
- Robbins, S.P. (2001). *Organizational Behavior* (10th Ed.). Upper Saddle River, NJ: Prentice Hall.
- Roethlisberger, F.J., and W.J. Dickson. (1939). *Management and the Worker*. Cambridge, MA: Harvard University Press.
- Schein, E. (1997). *Organizational Culture and Leadership*. 2nd Ed. San Francisco: Jossey-Bass.
- Seyyed, A.B. (2011). *The Role of Communication to Improve Organizational Process*: European Journal of Humanities and Social Sciences Vol.1, No. 1
- Shockley-Zalabak, P. (2002). *Fundamentals of Organizational Communication: Knowledge, sensitivity, skills, values*. (5th Ed.). Boston, MA: Allyn and Bacon.
- Simon, H.A. (1857). *Administrative Behavior* (2nd Ed.). New York: Macmillan.
- Sostek, A. (2006). *Studies shows a Bit of office Talk Can Boost Productivity*. Pittsburgh Post-Gazette.
- Sriussadaporn, R., (2006). *Managing International Business Communication problems at work: a pilot study in foreign companies in Thailand*. *Cross Cultural Management: An International Journal*, 13(4):330-344.

- Stevenson, William J. (1999). *Production and Operations Management*. Boston, MA: Irwin McGraw-Hill.
- Stroh, L.K., Northcraft, G.B., and Neale, M.A., (2002). *Organizational behavior: a management challenge*, Lawrence Erlbaum Associates Publishers.
- Teng, H.S., (2013). *Qualitative Productivity analysis: Does a non-financial measurement model exist?* International Journal of Productivity and Performance Management, 63(2):250-256.
- Thayer, L. (1968). *Communication and Communication Systems*. Homewood, IL: Irwin.
- Tubbs, S., and S. Moss. (2008). *Human Communication: Principles and Contexts*. 11th ed. Boston, MA: McGraw-Hill Higher Education, Cop.
- Verespej, M.A. (1998). *Formal training: "Secondary" education?* Industry week, 247, 42.
- Wayne, S.J.L. M. Shore, and R.C. Liden. (1997). *Perceived Organizational Support and leader-member exchange: a Social exchange perspective*. Academy of Management Journal 40(1): 82-111.
- Weber, M. (1947). Max Weber: *The theory of social and economic organization*. New York: Free Press.

Appendices

Appendix one: Organizational Communication and productivity Questionnaires

ADAMA SCIENCE AND TECHNOLOGY UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS

DEPARTEMENT OF MANAGEMENT

Questionnaire: The role of Organizational Communication on Employees' Productivity.

Instruction: In this questionnaire, I am going to ask you about the role of various elements of organizational communication on employees' productivity. The questionnaire itself has three main parts. The first part consists of a few demographic data; in the second and the third one, you will assess the issue of organizational communication within the Company.

I would like to ask you to be realistic and objective in assessing your organization. I assure **complete anonymity** of the gathered data. These will be represented on aggregate level alone. Please provide answers on all questions even though you feel that they repeat them occasionally. This is the only way I can assure statistical validity of the questionnaire.

Thank you for your cooperation in advance!

Part 1: Demographic Data

1. Gender: Male ☐ Female ☐
2. Age: under 21 ☐ 21-29 ☐ 30-39 ☐ 40-49 ☐ above 50 ☐
3. Educational status: 10th complete ☐ 12th complete ☐ college Diploma ☐
Degree ☐ Masters Degree ☐
4. Responsibility: Factory employee ☐ Administrative employee ☐
Supportive employee ☐ other employee ☐
5. Work experience: Below 5 year ☐ 5-10 ☐ 11-15 ☐ 16-20 ☐ above 20 year ☐

Part 2: Questionnaires indicate the degree of agreement or disagreement that fits the situation in your company best. Please circle one choice for each of the following statements.

Key:(1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree)

A. Work-Related Communication

1. The company communication systems allow employees for efficient and effective exchange of information within the organization.	1 2 3 4 5
2. Employees of the organization are well motivated to perform the best of them.	1 2 3 4 5
3. Effective communication of the company among employees within the organization makes employees more productive.	1 2 3 4 5
4. The management of the company provides timely and appropriate responses for the questions of employees.	1 2 3 4 5
5. The company has an organized information system that provide with the necessary reports on employees productivity.	1 2 3 4 5

B. Communication Satisfaction

Key:(1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree)

6. The communication system of the Company's	
--	--

management with their subordinates is smooth and efficient.	1 2 3 4 5
7. There is an effective communication of employees with their co-workers within the organization.	1 2 3 4 5
8. The company communication systems introduce the sense of employees' integration with the organization since it leads them to work very hard.	1 2 3 4 5
9. The management of the company gives you enough feedback about the way you perform your job so that you will be productive.	1 2 3 4 5
10. The management of the company can meet the overall communication satisfaction for their employees.	1 2 3 4 5
11. The management of the company gives you more freedom of action in providing suggestions so as to create conducive communicational environment.	1 2 3 4 5
12. The management of the company uses an appropriate communication channel or medium so as to enhance employees' productivity.	1 2 3 4 5

Part 3: Questionnaire indicates the degree of rank about Organizational Communication within the Organization.

C. Flows of Communication

Key: (1=very Low, 2= Low, 3= Medium, 4= High, 5= Very High)

1. How do judge your communication with top-level management?	1 2 3 4 5
2. How adequate the flows of communication among departments within the company to enable employees discharge their responsibilities?	1 2 3 4 5
3. How well the company-top managements have the abilities to understand employees feeling during the communication process?	1 2 3 4 5
4. How well employees of the organization are willing in sharing ideas with their co-workers?	1 2 3 4 5
5. How well the company-top managements have the abilities to understand employees feeling during the communication process?	1 2 3 4 5
6. How well the Company treat the employees equally?	1 2 3 4 5
7. How the company administration bodies have the experience of working together with employee to solve problems?	1 2 3 4 5
13. How well the company's management give you opportunities to decide over issues?	1 2 3 4 5

D. Productivity Questionnaire

1. How do judge your overall productivity within the organization working activities?	1 2 3 4 5
---	-----------

I would like to say thanks for your great support to give such valuable data

Appendix Two: Amharic Version of Organizational Communication Questionnaires

አዳማ ሳይንስና ቴክኖሎጂ ዩኒቨርሲቲ

የቢዝነስና ኢኮኖሚክስ ፋካኒቲ

የስራ አመራር ትምህርት ክፍል

በቢዝነስ አድሚኒስትሬሽን ለ2ኛ ዲግሪ ማሟያ የተዘጋጀ የፅሁፍ መጠይቅ

መመሪያ :- የዚህ መጠይቅ ዋና አላማ በድርጅቱ የስራ አመራሮች እና በሰራተኞች መካከል ያለው ተግባራዊ በሰራተኞች ውጤታማነት ያለውን ሚና ለማወቅ ተፈልጎ ነው። ከዚህ በታች የተለያዩ ጥያቄዎች በ3 ክፍሎች ቀርበዋል። ጥያቄዎቹን በጥንቃቄ ካነበብክ/ሽ/ በኋላ በትክክል የኔን አመለካከት ይመስላል የምትለውን /ይውን/ ከምርጫዎቹ ስር በሚገኘው አማራጮች መካከል አንዱን እንዲመርጡ በትህትና እና በአክብሮት እጠይቃለሁ። መልስህ/ሽ/ ትክክል እንዲሆን በአደራ እጠይቃለሁ። የምትሠጠው/ጭው/ መልስ በሚስጥር ይጠበቃል።

ለትብብርህ /ሽ/ በቅድሚያ አመሰግናለሁ።

ክፍል 1:- ዳራዊ መረጃዎች

1. ያታ:- ወንድ ☐ ሴት ☐
2. ዕድሜ:- ከ21 በታች ☐ ከ21-29 ☐ ከ30-39 ☐ ከ40-49 ☐ ከ50 በላይ ☐
3. የትምህርት ደረጃ:- 10 የጨረሰ/ች ☐ 12 የጨረሰ/ች ☐ የኮሌጅ ዲፕሎማ ☐
የመጀመሪያ ዲግሪ ☐ 2ኛ ዲግሪ ☐
4. ሃላፊነት/የስራ ድርሻ:- የፋብሪካ ሰራተኛ ☐ የአስተዳደር ሰራተኛ ☐
ድጋፍ ሰጭ ሰራተኛ ☐ ሌላ ሰራተኛ ☐
5. የስራ ልምድ:-ከ5 ዓመት በታች ☐ ከ5-10 ☐ ከ11-15 ☐ ከ15-20 ☐
ከ20 ዓመት በላይ ☐

ክፍል ሁለት: የአመለካከት ጥያቄዎች

ቁልፍ:(1=በጣም አልሰማማም፣ 2=አልሰማማም፣ 3=መወሰን ያቅተኛል፣ 4=እስማማለሁ፣ 5=በጣም እስማማለሁ) ፤ ተግባራዊ ማለት የስራ መስተጋብርን ያመለክታል።

1. የድርጅቱ የስራ ሀላፊዎች ከበታች ሰራተኞች ጋር ጥሩ እና ውጤታማ የሆነ ተግባራት አላቸው።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

2. መስሪያ ቤቱ ሀሳብን የመግለጽ ነፃነትና ተስማሚ የሆነ የተግባራት መንፈስን ለሰራተኞች ፈጥሯል።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

3. ሰራተኞች ወጤታማ እንዲሆኑ የድርጅቱ የስራ ሀላፊዎች ተገቢ የሆነ የተግባራት ዘዴዎችን ይጠቀማሉ።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

4. የድርጅቱ የተግባራት ዘዴዎች በሰራተኞች መካከል በቂ እና ውጤታማ የመረጃ ልውውጥ እንዲኖር ያደርጋሉ።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

5. በድርጅቱ ውስጥ የሚሰሩ ሰራተኞች ለስራ ያላቸው ተነሳሽነት ከፍተኛ ነው።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

6. የመስሪያ ቤቱ ሰራተኞች ከሌሎች የስራ ባልደረቦቻቸው ጋር ውጤታማ የሆነ ተግባራት ያደርጋሉ።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

7. የድርጅቱ የተግባራት ዘዴዎች በሰራተኞች እና በድርጅቱ መካከል ያለውን የተቀናጀ ግንኙነትን ያጠነክረ ነው

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

8. የመስሪያ ቤቱ የስራ ሀላፊዎች ለሰራተኞች ጥያቄ ተገቢ እና ውጣውርድ ያልበዛበት ፈጣን ምላሽ ይሰጣሉ።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

9. የድርጅቱ የስራ ሀላፊዎች ሰራተኞች ውጤታማ እንዲሆኑ በቂ የሆነ ግብር መልስ ይሰጣሉ።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

10. በድርጅቱ ውስጥ ውጤታማ የሆነ ተግባራት መኖሩ የመስሪያ ቤቱን ሰራተኞች ውጤታማ ያደርጋል።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

11. በመስሪያ ቤቱ ወሰጥ የተደራጀ የመረጃ አያያዝ ዘዴ መኖሩ ሰራተኞችን ውጤታማ እንዲሆኑ አድርገዋል።

1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

12. የድርጅቱ የስራ ሀላፊዎች የመስሪያ ቤቱን ሰራተኞች አጠቃላይ የተግባቦት እርካታን እውን አድርገዋል። 1. በጣም አልስማማም 2. አልስማማም 3. መወሰን ያቅተኛል 4. እስማማለሁ 5. በጣም እስማማለሁ

ክፍል 3 :- ደረጃ አመልካች ጥያቄዎች

ቁልፍ :- (1=በጣም ዝቅተኛ፣ 2=ዝቅተኛ፣ 3=መካከለኛ፣ 4=ከፍተኛ፣ 5=በጣም ከፍተኛ)

13. እርስዎ ከድርጅቱ ከፍተኛ የስራ ሀላፊዎች ጋር ያለዎትን ተግባቦት እንዴት ይገመግሙታል?

1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

14. የድርጅቱ የስራ ሀላፊዎች እርስዎን በተለያዩ ጉዳዮች ላይ ወሳኔ እንዲሰጡ እድል የመስጠትን ሁኔታ እንዴት ያዩታል?

1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

15. እርስዎ በድርጅቱ ወሰጥ በስራ ዘርፎች መካከል ያለውን በቂ የሆነ የተግባቦት ሂደት ሁኔታ እንዴት ይገመግሙታል?

1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

16. የድርጅቱ የአስተዳደር አካላት ከሰራተኞች ጋር ተግባብቶ የመስራት ልምድን እንዴት ያዩታል?

1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

17. የመስሪያ ቤቱ የስራ ሀላፊዎች ሰራተኞችን በእኩል አይን ከማየት አንፃር እርስዎ እንዴት ያዩታል?

1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

18. በድርጅቱ ወሰጥ የሚገኙ ሰራተኞች መረጃን ከመለዋወጥ አኳያ ያላቸውን ፍቃደኝነት እርስዎ እንዴት ያዩታል?

1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

19. የድርጅቱ ከፍተኛ የስራ ሀላፊዎች ከሰራተኞች ጋር በሚኖራቸው የስራ መስተጋብር የሰራተኞችን ስሜት አንብቦ የመረዳት ችሎታን እርስዎ እንዴት ያዩታል?

1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

20. የሰራተኞችን ውጤታማነትን ለማሳደግ የድርጅቱ ከፍተኛ የስራ ሀላፊዎች ከሰራተኞች ጋር የሚያደርጉትን መደበኛ ያልሆነ የስራ መስተጋብርን እርስዎ እንዴት ይገመግሙታል?

1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

21. እርስዎ በድርጅቱ ወስጥ በሚኖዎት የስራ እንቅስቃሴ ያለዎትን ውጤታማነት እንዴት ይገመግሙታል?

1. በጣም ዝቅተኛ 2. ዝቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

ሁድ ጊዜዎትን እና ጉሳበትዎን መስዋዕት ስድርገው ስለሰጡኝ መረጃ ከሰብ ስመሰግናለሁ።