



ST.MARY'S UNIVERSITY COLLEGE

SCHOOL OF GRADUATE STUDIES

**EFFECT OF COMMUNICATION ON EMPLOYEES' PERFORMANCE: THE
CASE OF ETHIOPIAN BROADCASTING CORPORATION**

BY

YITAYIH ZELALEM ENYEW

JUNE, 2021

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY COLLEGE,
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ST.MARY'S UNIVERSITY COLLEGE
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSSIINES

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Prof. Belete Mebratu. All sources of materials used for the thesis have been duly acknowledged. I further confirmed that the thesis has not submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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St. Mary's University College, Addis Ababa

June, 2021

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

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St. Mary's University College, Addis Ababa

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List of Abbreviation

EBC Ethiopian Broadcasting Corporation

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ABSTRACT

The main purpose of the study was to examine the effect of communication on employees' performance in Ethiopian Broadcasting Corporation. Based on the literature explained, upward, downward, horizontal and diagonal communications considered as important variables which have an impact on employees' performance. Especially the study attempted to examine the relationship between upward, downward, horizontal and diagonal communications on employees' performance. Information has got from EBC head quarter using quantitative and qualitative approaches. From the population of 1312 the sample size was 275 with respondents N= 264. The respondents were selected using simple random sampling technique. Questionnaires were analyzed using descriptive analysis and also correlation and regression analysis run on Statistical Package for Social Science (SPSS) version 23. The primary data gathered using questionnaires and interview. Questionnaires were presented with Likert scale, and data analyzed using descriptive analysis. Mean, St. Deviation, correlation and regression were used. An interview was conducted to five EBC managers. The study finds out that all the independent variables have direct relationship to employees' performance. The correlation analysis also found that upward and diagonal communications have positive and direct relationship with employees' performance. The regression analysis also confirmed that directions of communication (upward, downward, horizontal and diagonal) have direct impact on employees' performance. More importantly upward and horizontal communications have significant impact on employees' performance. Based on the result Ethiopian Broadcasting Corporation is recommended to strengthen cooperation and collaboration among staff members in different departments and hierarchies to create smooth and effective communication at all levels of the corporation. Employees' performance could be improved if the bottleneck of directions of communication in the corporation has improved.

Key terms: *Communication, Upward communication, downward communication, Horizontal communication Diagonal communication, Employees' performance and Barriers to communication.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Communication is transfer of information from sender to receiver, implying that the receiver understands the message. Communication is also sending and receiving of messages by means of symbols. In this context, organizational communication is a key element of organizational climate (Drenth et al, 1998). Organizational communication is the process by which individuals stimulate meaning in the minds of other individuals by means of verbal or non-verbal messages (Richmond et al, 2005).

It is a continuous process between the two parties involved and it occurs in many levels, such as intra-individual communication level (Keith, 2014). Communication can also occur within or between an individual and group.

The main purpose of this study was to examine the effect of communication on employees' performance in the case of Ethiopian Broadcasting Corporation. It is obvious that the objective of every management is to achieve the organizational goals more easily and effectively. To do so coordination among the various individuals of different departments, and coordination between the organizations and outsiders is required this is only possible happen through effective communication.

Communication makes a chain of relationship among different individuals or it makes a bridge of understanding between two or more people through a process of sender sending the message to the receiver by encoding it and receiver responding to it by decoding it. Almost half of the success of the plan depends up on how they have been communicated to the subordinates by the superiors. So there is a very big role of communication in achieving the organizational goals. But it is identified that communication is not given as much attention as needs to be given.

Communication can be defined as the process of transmitting information from one person to another to create common understanding among people. The elements in

communication process determine the quality of communication. A problem in any one of these elements can reduce communication effectiveness (Keyton, 2011). Information must be encoded in to a message so that it can be understood as the sender wanted. Selecting the right medium for transmitting the message is an important issue, because of communication barriers.

Effective communication is a two- way process that requires effort and skill by both sender and receiver, therefore managers should take this in to their account that each of these roles in the communication process has indispensable.

Puth (2002) perceived that performance within an organization could be improved significantly by two-way of sharing information with employees and involving them in policy making. However this recuperates general employee satisfaction and productivity within an organization. In some cases the communication gap that exist between managers and employees makes them to generally sense not trustworthy, respected or valued to be responsible in their field of work. In his studies, it was argued that the enormous valuable resources within an entity are the employees; therefore it is the responsibility of managers to encourage and motivate two-way flow of information to maximize organization's performance as well as employee productivity.

Therefore, this thing puts communication as essential and critical for all employees at all levels as well as other stakeholders. Besides these, communication also plays an important role to organize and coordinate resources in the organization to use effectively and efficiently with less cost but high quality. Meanwhile communication play crucial role to create awareness and promote about service or product which the organization delivers to the target customers.

Effective communication is critical for the success of an organization, because organizations are becoming more complex both in structure and technology. It helps in establishing links among different hierarchies and departments. Since communication avoids confusion, misunderstanding and delays in administration, organizations can achieve their objectives through achieving maximum productivity with minimum cost. Besides these it contributes a lot in building genuine workforce relation.

The effect of communication has been noted for years. According to Gray and Laidlaw (2002) communication is a significant factor in determining employees' performance.

Employees' communication is the dissemination of information which is related to the daily performance of an employer's job.

1.2 Statement of the Problem

Franklin (2016) stated that communication is a very crucial and significant element in an organization and it is necessary for creating collaborations among workers and allowing the organization to function effectively. Due to this, any organization in the world gives due emphasis for effective communication.

According to Mckinney (2004) communication is essential to effective team performance, and communication for any organization is like a blood flow in human body. As the result, organizations that understand the importance of communication use it in their organizational environment. To carry out the basic management functions (planning, organizing, staffing, directing and controlling) communication plays crucial role. It serves as a glue to hold the employees together so as the workforce can work for the common goal of the organization.

Chen et al. (2006) pointed out that research is lacking in examine employees' satisfaction with communication process. Therefore it is important to investigate the relationship between communication and workers performance since communication and employees' performance go hand in hand because effective communication contributes a lot for the employees' performance. For instance, observing and providing feedback and conducting appraisals enable to achieve the best result through managing employees' performance.

As far as my observation concerned, in Ethiopian Broadcasting Corporation decisions are made without the comment of employees (upward communication) and absence of timely feedback provision to employees (downward communication). There is also poor diagonal communication within the corporation. Therefore, this study was attempted to examine the effect of communication on employees' performance in Ethiopian Broadcasting Corporation to address these issues scientifically. And also would like to investigate to what extent do these communication gaps affect employees' performance? Undermining the role of each directions of communication in the organization leads to underutilization of manpower which is the most valuable asset of the organization.

1.3 Research Questions

- 1) What are the existing directions of communication and employees' performance at EBC?
- 2) What is the relationship between directions of communication and employees' performance at EBC?
- 3) What is employees' opinion about the directions of communication at EBC?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study was to examine the effect of communication on employees' performance in Ethiopian Broadcasting Corporation.

1.4.2 Specific Objectives

- To identify practices of communication, and employees' performance at EBC.
- To examine the relationship between directions of communication, and employees' performance at EBC.
- To find out the employees' opinion about the directions of communication at EBC.

1.5 Significance of the Study

This study has paramount importance for the corporation and its workforce as well as other researchers. The corporation can benefit from the study through increasing the employees' performance and thereby improving its directions of communication.

The corporation would also benefit from the study by harmonizing their communication with staffs and managers. The employees of the organization would benefit by improving their communication skill and performance. Other interested researchers also will be benefited to study the effect of communication on employees' performance for other settings.

1.6 Scope and Limitation of the Study

Geographically, this study was delimited Ethiopia Broadcasting Corporation (EBC) which has no branches, but it has studios in different regional capital cities. This study didn't cover those studios. Thematically, this study delimited on effect of communication on employees' performance. Therefore this study did not cover other

factors that affect employees' performance such as; motivation and job satisfaction because of time and resource constraints. Other problems were encountered during primary data collection from employees in fear of revealing information leads to negative consequence on their job .It is important to note that the above listed factors did not have significant impact on the outcome of the study.

1.7 Organization of the Study

This study has organized in to five chapters. Chapter one is introduction part which is made up of background of the study, statement of the problem, research questions, and objectives of the study, significance of the study and delimitation of the study. Chapter two has focused on literature reviews which are written by different authors on the area of communication. And it also comprises the empirical studies by different researcher. Chapter three is about research design, procedure and methodology of the study. Chapter four deals about analysis, discussions and interpretation of the result and chapter five comprises summary of the study, conclusions, and recommendations.

1.8 Definition of Terms

The following definitions of terms have taken from Business Dictionary official website.

Communication: it is two –way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings, but also create and share meaning.

Horizontal communication: information exchange between departments or functional units as means of coordinating their activities.

Vertical communication: in an organization communication flows up and down through the organization's hierarchal structure from the general work force up through middle management and higher management and back down again.

Diagonal communication: sharing of information among different levels of management within a business. For example, diagonal communication could involve higher level management communicating to lower level management a shift in organizational objectives, as well as ensuing dialog about how best to achieve the new goals.

Barriers to communication: in workplace that prevent effective exchange of ideas or thoughts. Such barriers include: status difference, gender difference, cultural difference, prejudices, and organizational environment.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1 Theoretical Review

Cognitive dissonance theory suggests that we have an inner drive to hold all our attitudes and beliefs in harmony and avoid disharmony. Cognitive dissonance refers to a situation involving conflicting attitudes, beliefs or behaviors. These produce a feeling of discomfort leading to an alteration in one of the attitudes, beliefs or behaviors to reduce the discomfort, and restore balance. Cognitive Dissonance Theory argues that the experience of dissonance (incompatible beliefs and actions) is aversive and people are highly motivated to avoid it. In their efforts to avoid feelings of dissonance, people will avoid hearing view that oppose their own, change their beliefs to match their actions, and seek assurance after making a difficult decision. When someone is forcing to do something publically that they privately really don't want to do, dissonance is created between their cognition that they didn't want to do it and their behavior that they have done it. Forced compliance occurs when an individual performs an action that is inconsistence with his or her beliefs. The behavior can't be changed since it is in the past, so dissonance will need to be reduced by re-evaluating their attitude to what they have done (Bovee and Thill, 2008).

On the other hand, constructivism theory is based on the idea that people who are able to form a greater, more detailed perception of others are more successful communicators. The theory tries to explain the reason behind why some people are better at conveying specific message when they communicate and achieving their desired outcomes. These people can deliver their message in a more, clear and direct manner than other can (Sinha, 2009). People who are cognitively complex in their perceptions of others have a greater capacity for sophisticated communication that will achieve positive outcomes. They can employ rhetorical message design logic that creates person centered message that simultaneously pursues multiple communication goals.

When our expectations are violated, we will respond in a specific ways. If an act is expected and is assigned favorable interpretation, and it is evaluated positively, it will

produce more favorable outcomes than an expected act with the same interpretation and evaluation (Sen, 2008).

The expectancy violations theory defines communication as the exchange of information that is high in relational content and can be used to violate the expectations of others. The perception of exchanging can be accepted either negatively or positively depending on the level of mutual likeliness between the two parties, and can also influence the outcome of communication.

2.1.2 Organizational communication

Organizational communication is commonly defined as a process by which activities of a society are collected and coordinated to reach the goals of both individuals and the collective group (Business Dictionary, 2015). Container and social constructive approaches discuss organization and communication interactions differently. The container approach towards organizational communication assumes that organization serves as containers that influence communication behavior. Organization and communication exist separately.

Organizational communication according to Scott Cutlip's (1985) should identify, create and maintain mutually beneficial connection between the organization and its staff whom its success and failure depends on. In accordance with other definition (Bevan and Bailey, 1991) internal communication is such a process, in which an organization shares its information, builds commitments. As the main factor in the motivation and performance of staff, communication plays an important part in the competitiveness of the organization. In the practice of organizations internal communication is understood as part of the leadership function. Internal communication as the field of the work the organization is made and changed in the work connection among the members of the organization.

Organizational structure has effect on communication practices. In contrast, constructionist approach claims that communication creates the form and the shape of organizations. Even the information flow practices could form a centralized or decentralized organizational structure (Commgap, 2008). In this study, organizational communication practices were evaluated as independent variables. This means that organizational communication affects organization and their members, consistent with the social constructionist approach.

Effective communication is a process by which sender of message, received feedback from receiver in intended (Peter, 2015). Effective communication starts from the sender to its decoding by the receiver. It is said to be ineffective communication when receiver of the message did not decode the intended of the sender. It is through feedback that information achieves its desired result.

According to Lindlof and Taylor (2011), 'organizational communication broadly studies corporate life as constituted through discursive processes such as conflict, teamwork and leadership'. Internal organizational communication facilitates the flow of information among members of the organization. The effective flow of information among employees within an organization is facilitated by a vibrant internal communication system. These systems of communication could be upward, downward, vertical or horizontal which is based on the structure of command within an organization. Apparently, organizational communication inclined to portray what an organization stands for, the goal of its existence, which the various customers are, in the manner which workloads are accomplished and the chain of reporting between members.

In a related study by Tubbs and Moss (2008), it is disclosed that there is a correlation between quality communication and total performance within an organization. The absence of effective communication obstructs successful organizational performance. In line of this for instance, members of an organization are able to share relevant work related issues as well as information, which facilitates ideas in creativity and decision-making (Robbins et al., 2010). Based on this, both organizational and individual goals and objectives are attended.

Individuals in our organization communicate with coworkers in several ways to allow them achieve their goal and also plan goals for their organization. When a message passed through among members they communicate each other and resolve an issue and support themselves to improve their tasks. By keeping the hierarchy of the organization, the superior address they task to the lower, this lower ranked file relays feedback to the superiors. Therefore, members in the superior group debate on how to achieve the objective of the organization.

2.1.3 Directions of Communications

According to Keyton (2011) communication is linking process of management. Communication is the manager's conduct that the managerial functions of planning, organizing, staffing, directing and controlling. It plays the central role in the organizations. The purpose of designing such communication is to connect various sub-systems of the organization and coordinating their functions for achieving organizational goals. Such communication is official and part of formal organization which operates through formal relationship of superior and subordinate. The common direction of communication are vertical (upward and downward), lateral (horizontal), and diagonal communication.

2.1.3.1 Vertical communication

Vertical communication occurs between hierarchically positioned persons and can involve both downward and upward communication flows. Larkin (1994) suggest that downward communication is most effective if top managers communicate directly with immediate supervisors, and immediate supervisors communicate with their staff. A wealth of evidence shows that increasing the power of immediate supervisors' increases both satisfaction and performance among employees.

Downward communication flows from top management to employees. This type of communication applies for companies with an authoritative style of management. Historically top-down communication had been the main means of organizational communication. In many organizations, the flow of information has been designed hierarchal like monitoring and controlling duties (Friebel & Raith, 2002). Especially organizational communication theories were first on classical management theories, emphasizing managerial hierarchy. Transmitting information from high level towards lower level was an issue. Top-down communication is only a tool for maintaining the structure.

Human relation perspective, developed from the result of Mayo experiment known with "the Hawthorn effect" , focused first on individuals and the importance of employees interaction, which causes need satisfaction. Human resource approach attempt to achieve high performance and productivity by viewing each person's as valuable human resource. Top-down communication is an obligation to attain the organizational goals. Employee participation in decision making is a part of this strategy.

According to Jablin's (1980) definition the best effect can be achieved with communication downwards if:

- Top managers communicate directly with immediate supervisors
- Immediate supervisors communicate with their direct reports
- On issues of importance, top managers follow-up by communicating with employees directly

Perhaps the most tiresome and true rule of effective downward communication is to: communicate orally, and then follow up in writing (Gibson and Hodgetts, 1991).

Upward communication flows from employees to management. The main task of this communication is to inform top management of the situation on the lower levels. It is the best way for top management to analyze the efficiency of downward communication and organizational communication in general (Spaho, 2013).

Researchers found out that low level of satisfaction with all the strategies which are commonly used to enhance upward communication, including employee surveys, employee grievance, program and employee participation programs such as quality circles and team meetings. Gibson and Hodgetts (1991) note that several management-based reasons for this lack of satisfaction particularly these strategies often do not involve two way communication, are not packaged well, are poorly, timed, and are apt to trigger defensiveness on the part of managers. In addition to these, a number of employee-based reasons why upward communication tends to be poor, including:

- Fear of reprisal- people are afraid to speak their minds
- Filters- employees feel their ideas/concerns are modified as they get transmitted upward
- Time- managers give the impression that they don't have the time to listen to employees

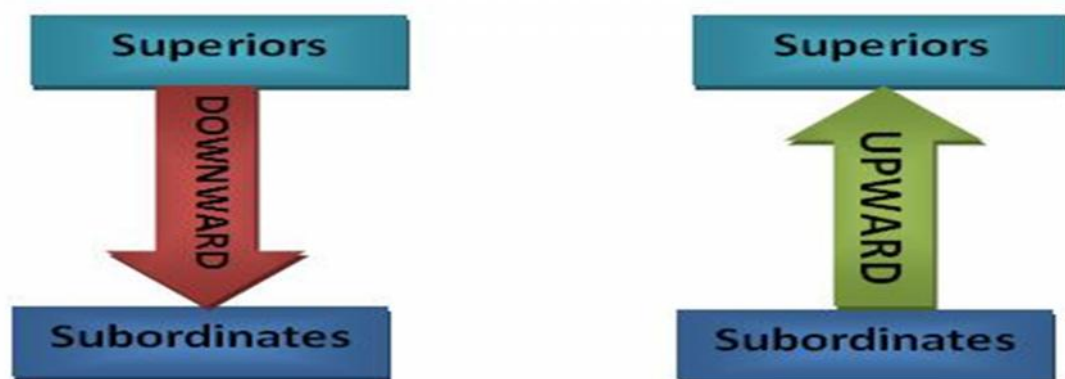


Figure2. 1 vertical communication

2.1.3.2 Lateral communication

Lateral communication involves communication among persons who do not stand in hierarchical relation to one another. It is communication between employees who report to the same manager (peer to peer). While recent trends to flatten organizations have enhanced the importance of lateral communications, studies on lateral communication still lag behind to that of vertical communication. One fairly limited study found rather high level of satisfaction (85%) with lateral communication among human resource managers, but lateral communication among managers of similar functional division was often cited as the major source of organizational dysfunction. It has been assumed that lateral communication at work level is less problematic, at list within a functional area.

However, with the greater importance of teams, attention is now being directed at communication between team members. Lateral communication among employees in different functional areas is also becoming a bigger concern as much emphasis is given to increase the speed of production/service simultaneous, as opposed to sequential work processes. And there is greater emphasis on communication across distributed workers and geographically separated work groups doing similar kind of work in an attempt to promote learning and sharing of experience as well as best practices.

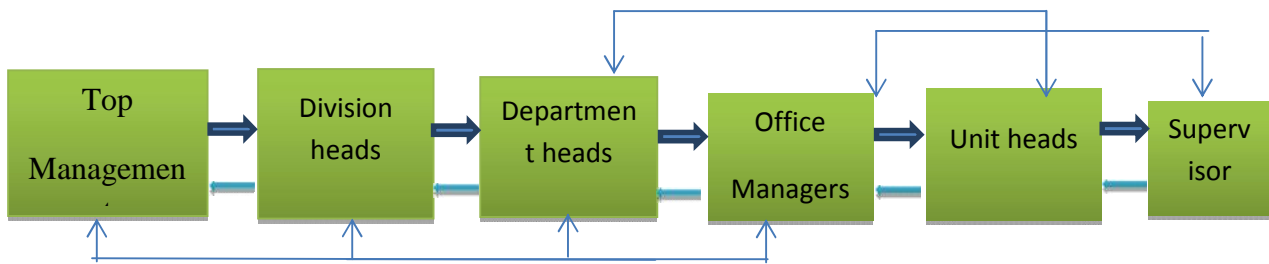


Figure2. 2. Lateral communication

2.1.3.3 Diagonal communication

Diagonal communication flows between people, which are not on the same organizational level and not in direct relationship in the organizational hierarchy. It is cross functional among employees at different level of the organization. This type of communication is rarely used –usually in a situation when it supplements other types of communication. Diagonal communication is used, for instance labor unions organize direct meetings between employees and management by avoiding first line and middle level managers. It also refers communication among managers. The concept of diagonal communication was introduced to capture the new communication challenges associated with new organizational forms, such as matrix and project based organizations. Thus with the growth of new organizational forms the research of communication processes has been expanded with diagonal direction too (Spaho, 2013). It encourages an informal flow of information in the organization so that it plays important role in terms of minimizing the chance of message distortion.

2.1.5 Barriers and Breakdowns in Communication Systems

Communication is deemed ineffective when there is poor listenership, no clarity in speech, bad timing of sharing information, use of jargons, making sarcastic statement or using careless words, attaching emotions to speeches, adopting poor non-verbal communication and portraying deceitful thoughts in communication. Ineffective interaction becomes a blockade to organizational success (Miller, 2009). Ineffective communication results when manager sat the departmental level fails to interact frequently with their workforces. Lack or absence of the7 indicators aforementioned (Clarity, consideration, courtesy, correctness, completion, concreteness

and conciseness) also leads to breakdowns in communication systems.

Many at times, wrong perception also hampers communication, that is, the employees might perceive the message in different meaning which was not intended by the manager. Meaning that, there can be a problem in encoding and decoding of message as already stated earlier. Congested organizational structure can also result in communication breakdowns (Cheryl, 2013). When there are complexities in the organizational structure and the number of hierarchical levels in an organization, the chances of loss or misinterpretation of messages becomes greater (Richmond & McCroskey, 2009). Grapevines as form of informal channel in communication tend to develop in such an organization thereby obstructing effective communication. In absence of healthy open door policy, communication may be misunderstood.

Poor listening (for instance when the receiver is not focused to what the sender of message is saying) also leads to ineffective communication (Miller, 2006). *Referring to previous studies, emotions like anger and stress may also lead to communication breakdown as messages may be interpreted in wrong manner when a person is angry and frustrated than when he is relaxed.* Sometimes, the messages are not carefully planned (For example, the medium of transmission of message and the time of message delivery are not chosen rightfully). This again makes communication ineffective. Linguistic differences are a great obstacle in effective communication. This is perhaps due to ambiguity of language. Managers should try to overcome all the causes for communication

2.1.6 Employee performance

High employees' performance will be achieved if it is supported by the individual attributes, work effort and organizational support. Performance is a real attitude reflected by each person in a job achievement resulted by employees based on their role in the company. Gibson (1991) stated that performance is the result expected by the employee behavior related directly to the work tasks and finished to achieve targets.

The determining factors on employee performance in an organization consist of individual and environment factors. The individual factor is the potential by the employee, while the environment factor is condition supporting the employee work

implementation both as infrastructure and convenience in the organization. Although the individual factor is a heredity factor from each individual to effective the potential, organization can conduct the learning activities or training to train the potential as well as improved based on the current science and technology development.

Gorda (2004) defined performance as the work result contributed by an employee related to his duty and responsibility to the organization based on the spiritual and emotional intelligence to change any obstacle to be faced, as well as physical skill directed to the utilization of resource available by organization. The above opinion clearly tells us the employees' performance in both quality and quantity can be achieved if the employees carry out their duty and responsibility effectively and efficiently.

Employees' performance can be improved by ensuring appropriate recognition and reward for their efforts, and by improving communication, learning and working conditions. It is also a common practice in a public sector performance management literature to talk about the three E3': Economy, Efficiency, and Effectiveness (Akma, 2011).

Even with all advance in information technology that are available to managers, ineffective communication continue to take place in organizations. Ineffective communication is detrimental for managers, employees and organizations; it can lead to poor performance, strained interpersonal relations, poor service and dissatisfied customers. For an organization to be effective and gain competitive advantage, managers at all levels need to be good communicators (George, 2011).

The contribution of employees on job is the most important factor for development and excellence in the organization (Korkaew and Suthinee, 2012). Rich et al, (2010) identified two types of employee performance for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviors that are directly involved in activities that provide indirect support for the organization's core technical processes (Borman and Motowidlo, 1997). These behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions Werner (2000). However, these behaviors are important because they

shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes.

The performance of employees on different jobs in close coordination is needed for success of the organization (Macey and Schneider, 2008). Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing purchasing, distribution promotion of business, finance and accounting, human resource, research and public relations (Borman and Motowidlo, 1997). All these activities are interrelated to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job. This has great impact on the total production and progress of the organization. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication etc. are responsible to encourage the people to work sincerely and give their best output (Korkaew and Suthinee, 2012). The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction.

2.2 Empirical Review

In this area of studying, many researchers and theorist have dealt about it and came up with several findings, which have been used in these modern organizations. As long as effective communication concerned, Femi (Ph.D.) conducted research on "The Effect of Communication on Workers' Performance in Selected Organizations. In Lagos State, Nigeria" he saw communication as an important component of organization's project. This because it was assumed the global world has become widespread that, most organizations petition to meet their needs with a lesser resource moral through communication. His research tests the substantial relationship amid communication and workers' performance in some designated organizations in Lagos State, Nigeria. Statistics for the research were gathered through questionnaire with sample populace of 120 respondents. The outcome of the research revealed that, the relationship between effective communication and workers' performance, productivity and commitment. Per the outcome showed in the study, a recommendation was made for managers to communicate with employees consistently and regularly to improve workers commitment and performance.

According to Nebot et al (2015) there is a significant relationship between effective communication and employee performance. Effective communication enhances performances since employees performed better when they are informed or communicated to than those who are not informed. However inability to train the staff on the new innovations and techniques has made the lecturers insecure and overzealous in carrying out their duties.

From the point of the above paragraph, we can conclude that organization must give much emphasis for communication issue, because it has huge impact on employees' performance. Managers must make sure that all employees get informed and be able to evaluate the impact of it on organizational activities.

Nyakundi and Kemunto (2016) studied the effect of communication on employees' performance in the context of Kenya Power and Electric Company (KPEC), South Nyanza Region. It was found that downward communication is appreciated by KPEC thus is timely, enhancing performance. Respondents also acknowledged that through upward communication the managements get feedback on performance and employees are able to raise complaints to the management hence enhancing performance.

The study concluded that effective communication improve employees' performance. It also recommended that an emphasis should be given for effective communication system in the region to ensure employees' performance. So it really helps the organization to increase output and decrease the input of the organization.

Chidiebere et al (2015) also examined the role of effective communication on organizational performance, Nnamdi Azikiwe University, Awka. The survey research method was adopted in the study, and the study used both primary and secondary data. Chi-square was used to analysis the hypotheses. For instance, there is a significant relationship between effective communication and employees' performance. The findings of the study show that effective communication is the remedy for effective and efficient management performance of employees in an organization.

According to Kibe, (2014) inspected the effect of communication strategies on organizational performance. The finding of this research concluded that any organizational performance to be effective, an open communication environment should

be encouraged. It stated that communication facilitates exchange of information and opinion within the organization which helps to improve operational efficiency thus improving organizational performance. The study recommended that organizations should develop effective communication strategies because it facilitates the flow of information for both internal and external environment of the organization thus improving performance.

Wang (2005) presented a paper, which sought to investigate the functions of socio-emotional-oriented communication and job-related communication in augmenting institutional commitment in the People's Republic of China. A statistical methodology was used to analyze data from a questionnaire. Sample size of 69 was selected as respondents. The key findings from the study were that, social-emotional-oriented communication between employees departments is a positive indicator of performance. Conversely, the finding failed to establish any unique linkage between horizontal and social-emotional communications. The paper concluded that, vertical and job-related communication helps employees of governmental agencies in China to remain focus to the outlined objectives of their organizations.

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

Otoo Florence (2015) examined the communication system available in Ghana Revenue Authority, and measure employees' performance. Primary data was adopted. Simple random sampling was used for the selection of 200 respondents. And the researcher recommended that since there is strong relationship between communication and employees' performance, effective communication should be available by minimizing barriers of communication.

Abiyu Mekonen (2017) examined effect of communication on employees' performance in the case of Ethiopian Broadcasting Authority. Primary data was used .the study used

census method for the 102 respondents. He found that there is positive relationship between directions of communication and employees' performance.

2.3 Conceptual frameworks

This section presents the conceptual frameworks for the study. The dependent variable identified is employees' performance and independent variables are upward, downward, horizontal and diagonal communications at EBC.

Communication

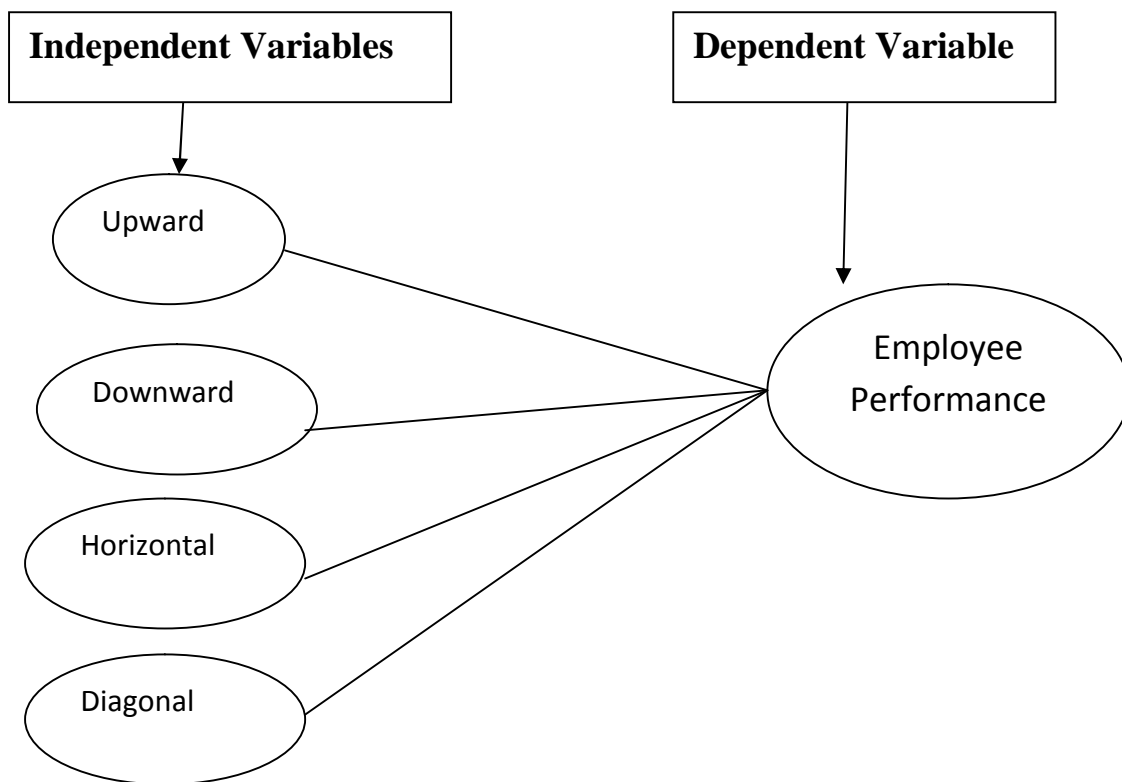


Figure 2.3 conceptual framework

CHAPTER THREE:

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design and Approaches of the Study

In order to conduct this study descriptive survey method has applied. Research design is the plan that shows how the researchers systematically collect data and analysis data needed to answer research questions. It is roadmap through which a research process is conducted to explain the social phenomena under investigation (Kothari, 2000). This study used descriptive design. Both qualitative and quantitative approaches were used in this study in order to explore the effect of communication on employees' performance in EBC.

3.2 Sample and Sampling Technique

According to Opoku (2009), *population is the entire aggregation of items for which samples can be drawn for a study*. The target population of the study was the employees of Ethiopian Broadcasting Corporation. The sample size is 264. The respondents were selected based on simple random sampling technique.

3.3 Source and Tools of Data Collection

In order to gather data for this study, both primary and secondary data source are included. The primary data sources were managers, experts and employees of EBC. The primary data collection methods were used in this study which consisted of structured self-administered questionnaire and oral interview. The reason behind for structuring the questionnaire was to reduce variability in the meanings found by the questions as a means of ensuring comparability of responses. The questionnaires were administered to employees of EBC at different departments and job levels within the Ethiopian Broadcasting Corporation main office. The secondary data sources were documents which are available at EBC were used such as; reports pump let and profile of employees.

3.4 Procedures of Data Collection

The researcher followed certain procedures during data collection from respondents, first and foremost there were clearly addressed the purpose of the study and its importance to their organization. After having the necessary orientations, they filled the

questionnaire full heartedly. Before distributing the questionnaires for respondents, the purpose of the study and how they are expected to fill the questionnaire effectively communicated.

Maintaining confidentiality was another important procedure that the researcher followed in collecting data from the respondents. Information was given by respondents kept anonymous. Since sharing information about respondent with others is unethical the researcher ensured them that after the information has collected, the source kept unknown.

3.5 Methods of Data Analysis

First the data organized in to meaningful information for decision making through coding and dividing data in to different groups for the production of statistical tables. By combining multiple methods researcher overcame the expected intrinsic biases and the problems that would occur from single-observer ad single theory studies. Statistical Package for Social Sciences (SPSS) version 23 was used as a tool to analysis questionnaire. The quantitative data analyze based on descriptive statistics (frequency distribution, percent distribution and mean, standard deviation, correlation and regression) used as methods of analysis. The researcher has used distribution method which has discussed based on the portion of participants who were presented within each category.

3.6 Reliability and Validity of Instruments

Before ding the statistical analysis, the reliability of the items in each direction of communication was checked to decide either the questions chosen are consistent or not. The reliability of the variables (data) was checked against the recommended standards (Cronbach's alpha > 0.70) mainly to be certain that they are reliable indicators Muijis, (2004). *Alpha reliability test is regarded as a measure of internal consistency of the mean of the items at the time of administration of questionnaire.* Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively related to one another. Beside this, the instrument was sent to the advisor in order to comment the extent to which the items were appropriate in securing relevant information to the research. Therefore, the researcher made change based on the feedback given by the advisor.

As we see on table 3.1, the result of the reliability test for the questionnaire has shown above 0.7 therefore the internal reliability is acceptable. As it depicted on the table, the test result is between 0.711 and 0.866.

Table3. 1 Reliability test

Scale	Numbers of items	Cronbach's Alpha
Upward communication	6	0.711
Downward communication	6	0.861
Horizontal communication	8	0.762
Diagonal communication	5	0.866
Employee performance	9	0.765

Source: own survey, 2021

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

This chapter presents the data analysis and interpretation alongside with discussions of the results. The first part presents the demographic characteristics of respondents followed by descriptive statistical analysis. The researcher discussed the results found from the analysis of the primary data collected. The results were discussed according to the objective of the study. The first section involved some quantitative statistical analysis using descriptive, correlation and regression techniques. On the other hand qualitative analysis of an interview has discussed to draw out the central themes of the study.

4.1 Response Rate

For this study a questionnaire with 34 close-ended items for general (objective) and demographic related respectively used to collect information from employees of Ethiopian Broadcasting Corporation (EBC), regarding the independent variables (upward communication, downward communication, horizontal communication, diagonal communication) and dependent variable employee performance.

The study used questionnaire to collect data accordingly, 275 questionnaires were administered to 275 employees but the responses came from 264 respondents.

Table 4.1 response rate

Response	Frequency	Percent
Responded	264	96.0
Not responded	11	4.0
Total	275	100.0

Source: own 2021

According to the SPSS result depicted on table 4.1 out of 275 target respondents filled in and returned the questionnaire which contributed to 96% of the respondents rate was excellent representative and conforms Mugenda (1999) *stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent.*

4.2 Background of the Respondents

This part comprises job categories, sex, age, educational level and work experience of EBC employees.

Table4. 2 demographic characteristics of respondents

Item	Gender of the respondent		
1	Gender	Frequency	Percent
	Male	190.0	72.0
	Female	74.0	28.0
	Total	264.0	100.0
	Age		
2	Less than 20 years	1	4
	20-30 years	71	26.9
	31-40 years	115	43.6
	Above 40 years	77	29.2
	Total	264	100.0
	Educational level		
3	9-12 grades	5	1.9
	Diploma/TVET	20	7.6
	First degree	172	65.2
	Master's degree above	67	25.4
	Total	264	100.0
	Work experience of the respondent		
4	Below one years	4	1.5
	1-5 years	61	23.1
	6-10 years	90	34.1
	Above 10 years	109	41.3
	Total	264	100.0
	Job category		
5	Employee	146	55.3
	Low level manager	60	22.7
	Middle manager	36	13.6
	Top manager	22	8.3
	Total	264	100.0

Source: Own survey, 2021

As we see on table 4.2 above the demographic characteristics of the respondents were found, according to the result it is clearly showed that the vast majority of the respondents were males. Specifically, 72% of the respondents were males while 28% of the respondents were females. Most of the respondents 43.6% were between 31 years and 40 years of age. This indicated that EBC has many youth employees who can easily use the modern technology. Only 4% of the respondents were below 20 years. As we see on the table 65.2% of the respondents have got first degree and 25.4% of the employees have master degree. These result shows that EBC largely has skilled manpower which likely to achieve the corporation's objective. On the other hand only 7.6% of the employees have got diploma/ TVET. Regarding to work experience, 41.1% of EBC employees have above ten years work experience. 34.1% of the respondents have between six to ten years work experience. These results imply that almost all respondents were experienced so that they can carry out their duties since they are familiar with their work. In terms of job category, 55.3% of the respondents were employees, 22.7% and 13.6% were lower and middle level managers respectively. Top level managers were also involved as respondents which comprised of 8.3%.

4.3 Result from Descriptive Statistics

4.3.1 Extent of Communication in the Organization

This part discusses the extent of upward, downward, horizontal, and diagonal communications. The descriptive statistics are used in the form of frequency, percentage, mean, and standard deviation to explain the level of agreement made by respondents. The responses of the respondents for the given variables were measured by evaluation rating scale with;

1=extremely disagree 2=strongly disagree 3=disagree 4= neutral 5= agree 6= strongly agree 7= extremely agree

Remark, to make the interpretation clear and easy, I reassigned the scales to result of mean. This formula is adapted from Vichea (2005), with 7 point scales, the interval for breaking the range in measuring each variable calculated by $7-1/7=0.86$. It means items scores fall between the ranges of:

6.14 – 7.00 is considered as extremely agreed

5.14 – 6.13 as strongly agreed

4.14 – 5.13 as agreed

3.14 – 4.13 as neutral

2.14 – 3.13 as disagreed

1.14 – 2.13 as strongly disagreed and

0.14 – 1.13 as extremely disagreed

Data from the questionnaires were processed by SPSS (23) program in terms of frequency, mean, and standard deviation (descriptive statistics). The following results are presented based on the directions of communication which is: upward, downward, horizontal, and diagonal communications.

4.3.1.1 Upward communication

The following table shows the extent of upward communication in Ethiopian broadcast corporation.

Table4. 3 extent of upward communication

No.	Upward Communication	Extremely disagree	Strongly Agree	Agree	Neutral	Disagree	Strongly	Extremely	Mean	SD. Deviation
1	I can forward my ideas easily with my immediate boss.	20 7.6%	64 24.2 %	92 34.8%	55 20.8 %	26 9.8%	3 1.1 %	4 1.5%	4.8 93	1.2 19
2	I can submit my documents and other suggestions about work to my bosses.	26 9.8%	59 22.3 %	89 33.7%	46 17.4 %	30 11.4 %	9 3.4 %	5 1.9%	4.8 40	1.2 19
3	My bosses are welcoming to my effort to communicate with them.	22 8.3%	42 15.9 %	82 31.1%	60 22.7 %	38 14.4 %	13 4.9 %	7 2.7%	4.5 56	1.4 04
4	I can effectively share my ideas with my upper bosses.	23 8.7%	42 15.9 %	74 28.0%	57 21.6 %	49 18.6 %	13 4.9 %	6 2.3%	4.5 07	1.4 27
5	My superiors always consider my comment about work.	16 7.2%	37 14.0 %	66 25.0%	65 24.6 %	49 18.6 %	21 8.0 %	7 2.7%	4.3 22	1.4 50
6	In my work place, I'm free to express my concerns to organizational leaders.	20 7.6%	38 13.6 %	71 26.9%	61 23.1 %	47 17.8 %	18 6.8 %	11 4.2%	4.3 29	1.4 90
Grand									4.5 75	0.8 91

Source: own survey, 2021

Based on the result depicted on table 4.3 all the items are found in the range of agreed level. These are; whether they can forward their ideas to their immediate boss(mean4.893and SD.1.219) ,whether they can submit their comments and other suggestions about work to their bosses(mean4.840 and SD.1.219),whether their bosses are welcoming to their effort to communicate with them(mean4.556 and SD .1.404), whether they can effectively share their ideas with their upper bosses openly(mean4.507 and SD . 1.427) with their superiors always consider their comment about work(mean 4.322 and SD .1.450), and finally whether in their work place, they are free to express their concerns to organizational leaders(mean 4.329 and SD .1.490).

Based on upward communication, depicted on table4.3.Item one, shows that 66.6% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. 12.4% are below average (disagree, strongly disagree and extremely disagree) respectively. Regarding to item two, 65.8 % the respondent replied above average, 16.7 % of the respondents below average on item three, 55 % of the respondents replied above average, 22 % of the respondents below average. Regarding item four, 52.6 % of the respondents replied above average, 25.8% of the respondents below average. Regarding item five, 46% of the respondents replied above average, 29.3% of the respondents below average. Regarding item six, 48.1 % of the respondents replied above average, 28.8 % of the respondents below average. The result signifies that there is moderate upward communication in the Ethiopian Broadcasting Corporation (EBC). It can be characterized by the presence of expressing ideas and submitting comments to their superiors.

4.3.1.2. Downward communication

The following table shows the extent of downward communication in Ethiopian broad cast corporation.

Table4. 4. Extent of downward communication

No.	Downward communication	Extremely agree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Extremely disagree	Mean	SD, Deviation
1	I can easily communicate my ideas effectively to my subordinates.	33 12.5 %	72 27.3 %	89 33.7 %	41 15.5 %	23 (8.7)	2 0.8%	4 1.5%	5.108	1.250
2	I have no problems to share my ideas with my subordinates.	43 16.3 %	93 35.2 %	74 28.0 %	34 12.9 %	13 4.9%	7 2.7%	–	5.371	1.198
3	I have developed an effective ways of communicate with my subordinates.	48 18.2 %	72 27.3 %	83 31.4 %	29 11.0 %	24 9.1%	6 2.3%	2 0.8%	5.242	1.327
4	The downward communication to the direction of operations was excellent, because it builds rapport that motivated employees	46 17.4 %	59 22.3 %	68 25.8 %	58 22.0 %	26 9.8%	4 1.5%	3 1.1%	5.064	1.364
5	Because of the efficiency of downward communication, the need for daily meetings is no longer present in our organization.	33 12.5 %	55 20.8 %	80 30.3 %	60 22.7 %	20 7.6%	11 4.2%	5 1.9%	4.878	1.384
6	Our organization successfully utilizes downward communication by multiple meetings at each level of management.	23 8.7%	56 21.2 %	70 26.5 %	63 23.9 %	34 12.9 %	10 3.8%	8 3.0%	4.6553	1.424
Grand									5.054	0.737

Source: own survey 2021

The downward communication result shown on table 4.4. is that vast majority of respondents are in strongly agreed range, except item five and six which state about the need for daily meeting is no longer present in our organization and successful utilizations of downward communication by multiple meeting at each level of management. The last two items fall on agreed range. whether they can easily communicate their ideas effectively to their subordinates (mean 5.108 and SD. 1.250) whether they have no problem to share their idea with their subordinates, (mean 5.371 and SD. 1.198) whether they have developed an effective ways of communication with their subordinates, (mean 5.242 and SD. 1.327) whether the downward communication to the direction of operation was excellent to build rapport and motivate employees (mean 5.064 and SD. 1.364) whether because of the efficient of downward communication through the level of management at the office, the need for

daily meeting is no longer present in our organization (mean 4.878 and SD. 1.384) and whether their organization successfully utilizes downward communication by multiple meetings at each level of management (mean 4.655 and SD. 1.424).

Regarding to downward communication, table 4.4 has shown; item one, 73.5% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Only 11% of respondents are below average (disagree, strongly disagree and extremely disagree).item two 79.5% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Only 7.6% of respondents are below average (disagree, strongly disagree).regarding to item three, 76.9% of the respondents replied above average (agree, strongly agree and extremely agree) respectively, 12.2% of respondents are below average (disagree, strongly disagree and extremely disagree).regarding to item four, 65 % of the respondents replied above average (agree, strongly agree and extremely agree) respectively, 12.4% of respondents are below average (disagree, strongly disagree and extremely disagree).regarding to item five, 63.6 % of the respondents replied above average (agree, strongly agree and extremely agree) respectively, 13.7% of respondents are below average (disagree, strongly disagree and extremely disagree).regarding to item six, , 56.4 % of the respondents replied above average (agree, strongly agree and extremely agree) respectively, 19.7% of respondents are below average (disagree, strongly disagree and extremely disagree).

The above results imply that there is very good downward communication in Ethiopian Broadcasting (EBC). Managers in different levels can communicate effectively to their subordinates so that we can say there is strong downward communication between the boss and subordinates in the organizations hierarchy. Meanwhile regarding to, effective utilization of downward communication through multiple meeting with different levels of management the result has shown that there is moderate communication in this regard; therefore, the corporation shall strengthen in this area of communication. Generally, there is strong downward communication at EBC.

4.3.1.3 Horizontal communication

The table below illustrates the extent of horizontal communication at EBC.

Table4. 5. Extent of horizontal communication

No	Horizontal Communication	Extremely agree	Strongly agree	Agree	Neutral	Dis agree	Strongly dis agree	Extreme .disagree	Mean	Std. Deviation
1	In our organization communication takes place among the members of the same work group effectively.	35 13.5 %	66 25. 0%	96 36.4 %	39 14.8 %	21 8.0 %	6 2.3%	1 0.4%	5.12 5	1.225
2	I have good communication with my peers in the hierarchy of the organization.	41 15.5 %	73 27. 7%	78 29.5 %	43 16.3 %	21 8.0 %	6 2.3%	2 0.8%	5.1 66	1.29 7
3	There is effective peer to peer communication in our organization.	31 11.7 %	69 26. 1%	82 31.1 %	39 14.8 %	32 12. 1%	9 3.4%	2 0.8%	4.97 3	1.34 0
4	The organization management views peer to peer communication as important way to enhance team spirit and team work.	30 11.4 %	64 24. 2%	71 26.9 %	56 21.2 %	18 6.8 %	17 6.4%	8 3.0%	4.8 06	1.48 9
5	The organization creates sufficient opportunity for peer to peer communication.	27 10.2 %	62 23. 5%	66 25.0 %	51 19.3 %	32 12. 1%	16 6.1%	10 3.0%	4.6 705	1.54 6
6	Horizontal communication helps for better implementation of top level decisions.	39 14.8 %	54 20. 5%	76 28.8 %	51 19.3 %	28 10. 6%	11 4.2%	5 1.9%	4.8 93	1.44 4
7	In our organization it's common to see communication involves colleagues and peers at the same level of the organization.	30 11.4 %	54 20. 5%	84 31.8 %	55 20.8 %	31 11. 7%	7 2.7%	3 1.1%	4.8 63	1.32 1
8	Horizontal communication also used in our organization for joint problem solving	24 9.1%	63 23. 9%	79 29.9 %	56 21.2 %	25 9.5 %	13 4.9%	4 1.5%	4.81 0	1.360
Grand									4.91 3	0.721

Source: own survey 2021

Regarding to horizontal communication, except the first two items the response fall in agreed range for items asking whether in their organization communication takes place among the member of the same work group effectively (mean 5.125 and SD.1.225), whether they have good communication with their peers in the hierarchy of the organization (mean 5.1667 and SD. 1.297), these two items response fall in strongly agreed rang. Whether there is effective peer too peer communication in their organization (mean 4.973 and SD. 1.340), whether the organization management views peer to peer communication as important way to enhance team spirit and team work (mean 4.806 and SD. 1.489), whether the organization creates sufficient opportunity for peer to peer communication (mean4.670 and SD. 1.540), whether horizontal communication helps for better implementation of top level decisions (mean4.893 and SD. 1.444), whether in their organization it's common to see communication involves colleagues and peers at the same level of the organization (mean 4.810 and SD. 1.321) and whether horizontal communication also used in their organization for joint problem solving(mean 4.810 and SD. 1.360).

On the direction of horizontal communication as shown on table 4.5, regarding to item one, 74.9% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Whereas 10.7% of the respondents are below average (disagree, strongly disagree and extremely disagree). Regarding to item two, 72.7% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Whereas 11.1% of the respondents are below average (disagree, strongly disagree and extremely disagree). Regarding to item three, 68.9% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Whereas 16.3% of the respondents are below average (disagree, strongly disagree and extremely disagree). Regarding to item four, 62.5% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Whereas 16.2% of the respondents are below average (disagree, strongly disagree and extremely disagree). Regarding to item five, 58.7% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Whereas 21.2% of the respondents are below average (disagree, strongly disagree and extremely disagree). Regarding to item six, 64.1% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Whereas 16.7% of the respondents are below average (disagree, strongly disagree and extremely disagree). Regarding to

item seven, 63.7% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Whereas 15.5% of the respondents are below average (disagree, strongly disagree and extremely disagree). Regarding to item eight, 62.9% of the respondents replied above average (agree, strongly agree and extremely agree) respectively. Whereas 15.9% of the respondents are below average (disagree, strongly disagree and extremely disagree).

The above result has shown us that there is very good horizontal (peer to peer) communication at EBC. It was characterized by the presence of communication among the member of the same work group effectively. Having peer to peer communication in the hierarchy of the organization has paramount importance for the achievement of organizational goal, because it saves time and facilitates coordination. Especially, the first two items; in the organization communication takes place among members who work in the same area as well as they have good communication with their peer in the hierarchy of the organization. These also imply that there is strong peer to peer communication between employees in the corporation.

4.3.1.4 Diagonal communication

The following table shows the extent of diagonal communication at EBC.

Table 4. 6 . Extent of diagonal communication

No.	Diagonal Communication	Extremely agree	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Extremely disagree	Mean	Std. Deviation
1	There is an effective communication of employees from different departments.	10 3.8%	39 14.8%	74 28.0%	54 20.5%	53 20.1%	20 7.6%	14 5.3%	4.178	1.472
2	Whenever needed, cross department communications are used in our organization.	13 4.9%	41 15.5%	62 23.5%	56 21.2%	47 17.8%	33 12.5%	12 4.5%	4.128	1.542
3	Employees from different department and staffs have smooth communication.	13 4.9%	41 15.5%	59 22.3%	68 25.8%	43 16.3%	20 7.6%	20 7.6%	4.130	1.557
4	I have the feeling that I can communicate effectively with any department of the organization.	21 8.0%	31 11.7%	76 28.8%	64 24.2%	47 17.8%	16 6.1%	9 3.4%	4.359	1.441
5	As long as work is concerned, I have good communication experience with employees with other departments and all levels of management.	23 8.7%	52 19.7%	74 28.0%	50 18.9%	39 14.8%	13 4.9%	13 4.9%	4.541	1.534
Grand									4.269	0.957

Source: own survey 2021

Regarding to diagonal communication, item two and three are fall in neutral range. The rest three of the items fall in agreed rang. These items were asking whether there is an effective communication of employees from different departments (mean 4.178 and SD. 1.472), whether whenever needed, cross department communications are used in their organization (mean 4.128 and SD. 1.542), whether employees from different department and staffs have smooth communication (mean 4.130 and SD. 1.557), whether they have the feeling that they can communicate effectively with any department of the organization (4.359 and SD. 1.441), whether as long as work concerned, they have good communication experience with employees, with other departments and all levels of management (mean 4.541 and SD. 1.534)

According to the result of diagonal communication depicted on table 4.6, regarding to item one, 46.6% of the respondent replied above average (agree, strongly agree and

extremely agree), 33% are below average (disagree, strongly disagree and extremely disagree) regarding to item two, 43.9.7% of the respondent replied above average (agree, strongly agree and extremely agree) , 34.8% are below average (disagree, strongly disagree and extremely disagree) regarding to item three,42.7% of the respondent replied above average (agree, strongly agree and extremely agree), 31.5% are below average (disagree, strongly disagree and extremely disagree) regarding to item four, 48.5% of the respondent replied above average (agree, strongly agree and extremely agree), 27.3% are below average (disagree, strongly disagree and extremely disagree) regarding to item five, 56.4% of the respondent replied above average (agree, strongly agree and extremely agree), 24.6% are below average (disagree, strongly disagree and extremely disagree) .

The result indicates that there is slightly poor diagonal communication at EBC. Cross department communications and harmonious communication among departments show that there is weak diagonal communication among departments. Therefore the organization should give much emphasis for it. This direction of communication should involve different departments, management levels, and even beyond that. Diagonal communication becoming more common in organization with a flattened matrix or product based structure, because it builds good relationship between senior level and lower level employees from different part of the organization. It also encourages an informal flow of information in the organization and reduces the chance of message distortion.

4.3.2 Extent of employees' performance in the organization

The table below explains the extent of employees' performance at EBC.

Table4. 7 Extent of employee's performance

No	Employee Performance	Extremel y Agree	Strongly agree	Agree	Neutral	Dis agree	Strongly dis agree	Extremel y disagree	Mean	Std. Deviation
1	Since my performance is increasing, costs are reduced to produce outputs, in comparing to previous cost.	36 13.6 %	77 29.2 %	74 28.0 %	53 20. 1%	17 6.4 %	5 1.9 %	2 0.8 %	5.1 47	1.25 3
2	I always arrived on time for work.	47 17.8 %	93 35.2 %	70 26.5 %	31 11. 7%	17 6.4 %	5 1.9 %	1 0.4 %	5.3 90	1.23 4
3	Generally I have good work result.	50 18.9 %	71 26.9 %	84 31.8 %	36 13. 6%	16 6.1 %	4 1.5 %	3 1.1 %	5.2 99	1.28 0
4	I have effective work output in the organization.	59 22.3 %	61 23.1 %	66 2 5.0%	51 19. 3%	19 7.2 %	8 3.0 %	–	5.2 50	1.35 0
5	I am aware of the fact that the work that I do is important for the organization.	33 12.5 %	71 26.9 %	75 28.4 %	55 20. 8%	20 7.6 %	7 2.7 %	3 1.1 %	5.0 34	1.30 6
6	I can learn new things while doing my work at the organization.	40 15.2 %	59 22.3 %	88 33.3 %	52 19. 7%	15 5.7 %	7 2.7 %	3 1.1 %	5.0 90	1.29 3
7	The work that I do requires qualified employees and everybody cannot do it.	28 10.6 %	66 25.0 %	80 30.3 %	56 21. 2%	22 8.3 %	8 3.0 %	4 1.5 %	4.9 31	1.31 7
8	I'm using my potential fully in my work.	36 13.3 %	58 22.%	79 29.9 %	51 19. 3%	24 9.1 %	14 5.3 %	3 1.1 %	4.9 05	1.40 1
9	I am aware of Losses that the organization will incur if I don't do my work as it should be done.	29 11.0 %	64 24.2 %	109 41.3 %	43 16. 3%	12 4.5 %	4 1.5 %	3 1.1 %	5.1 17	1.15 5
Grand									5.1 21	0.67 2

Source: own survey 2021

According to table 6.7, the employee performance variable, result showed that the response fall in strongly agreed range for items asking; whether the performance is increasing, costs are reduced to produce out puts in comparing to previous cost (mean 5.147 and SD. 1.253), whether they always arrive on time for work (mean 5.390 and SD. 1.234), whether they have good work result (mean 5.299 and SD. 1.280), whether they have effective work out put in the organization (mean 5.250 and SD. 1.350). And for items whether they aware of the fact that the work they do important for the organization (mean 5.034 and SD. 1.306), whether they can learn new things while doing their work in the organization (mean 5.090 and SD. 1.293), whether the work they do require qualified employees and everybody cannot do it (mean 4.931 and SD. 1.317), whether they are using their potential fully in their work (mean 4.905 and SD. 1.401), whether they are aware of losses that the organization will incur if they don't do their work as it should be done (mean 5.117 and SD. 1.155) are fall in agreed range.

As the results depicted on table 6.7, item one, 70.8% of the respondents replied above the average (agree, strongly agree and extremely agree), 9.1% of respondents replied below the average (disagree, strongly disagree and extremely disagree). Regarding to item two, 79.5% of the respondents replied above the average (agree, strongly agree and extremely agree), 8.7% of respondents replied below the average (disagree, strongly disagree and extremely disagree). Regarding to item three, 77.6% of the respondents replied above the average (agree, strongly agree and extremely agree), 8.7% of respondents replied below the average (disagree, strongly disagree and extremely disagree). Regarding to item four, 70.4% of the respondents replied above the average (agree, strongly agree and extremely agree), 10.2% of respondents replied below the average (disagree, strongly disagree and extremely disagree). Regarding to item five, 67.8% of the respondents replied above the average (agree, strongly agree and extremely agree), 11.4% of respondents replied below the average (disagree, strongly disagree and extremely disagree). Regarding to item six, 70.8% of the respondents replied above the average (agree, strongly agree and extremely agree), 9.5% of respondents replied below the average (disagree, strongly disagree and extremely disagree). Regarding to item seven, 65% of the respondents replied above the average (agree, strongly agree and extremely agree), 12.8% of respondents replied below the average (disagree, strongly disagree and extremely disagree). Regarding to

item eight, 65.2% of the respondents replied above the average (agree, strongly agree and extremely agree), 15.5% of respondents replied below the average (disagree, strongly disagree and extremely disagree). Regarding to item nine, 76.5% of the respondents replied above the average (agree, strongly agree and extremely agree), 7.1% of respondents replied below the average (disagree, strongly disagree and extremely disagree).

The above result has shown that there was very good working performance of EBC employees. They do have very good awareness of their duties and responsibilities. The result depicted on table 4.7, the organization well communicates about work and increasing performance through communication. Majority of the respondents arrive on time besides, they believe that they have good performance in the organization. These signify that the employees have understanding about their role and their contribution to the goal of the organization.

4.4 Correlation Analysis

Correlation test shows the degree of relation between the variables in the study. The correlation coefficients (r) were calculated by the means of Pearson's product movement. According to Cohen (1988), r ranging from 0.10 to 0.29 may be regarded as weak or low degree of correlation, r 0.30 to 0.49 may be regarded as a moderate degree of correlation and r ranging from 0.50 to 1 may be regarded as a high degree of correlation. Pearson correlation was used to investigate the correlation among the variables.

Table4. 8 correlation analysis

	Upward communication	Downward communication	Horizontal communication	Diagonal communication	Employee performance
Upward communication	1.000				
Downward communication	0.238 ^{**}	1.000			
Horizontal communication	0.146 [*]	0.238 ^{**}	1.000		
Diagonal communication	0.350 ^{**}	0.315 ^{**}	0.398 ^{**}	1.000	
Employee performance	0.317 ^{**}	0.088	0.097	0.165 ^{**}	1.000

Source: own survey 2021

The study used Pearson's coefficient of correlation (r) shows the study of the correlation between study variables and results. The relationship between upward and downward communications on table 4.8 showed that there is significant positive relationship the two variables. ($r=0.238$, $n=264$ at $p<0.01$). It also shows there is significant and positive relationship between upward communication and diagonal communication. ($r=0.350$, $n= 264$ at $p<0.01$), there is significant and positive relationship between upward communication and employees performance. ($r=0.317$, $n= 264$ at $p<0.01$). There is significant and positive relationship between downward and diagonal communication. ($r= 0.315$, $n=264$ at $p< 0.01$), and also there is significant and positive relationship between diagonal and horizontal communication ($r=0.398$, $n= 264$ at $p< 0.01$). There is no significant relationship between downward communication and employees' performance. ($r= 0.088$, $n=264$). According to the result there is direct and positive relationship upward and diagonal communications with employees' performance.

4.5 Regression Analysis

This analysis has done to figure out how much the independent variable affects the dependent variable.

Table4. 9 Regression analysis of directions of communication and performance.

Model Summery	R	R Square	Adjusted R square	Std. Error Of Estimate	Sig	
1	0.732 ^a	0.548	0.514	0.64098	0.000 ^b	
Coefficients	Model Variables	Unstandardized		Standardized coefficient	T	sig
		B	St. error	Beta		
	Constant	3.833	0.362		10.59	000
	Upward Communication	0.224	0.481	0.297	4.68	0.001
	Downward Communication	0.018	0.058	0.091	1.38	0.0890
	Horizontal Communication	0.33	0.061	0.036	0.55	0.583
	Diagonal communication	0.35	0.048	0.050	0.73	0.468

Source: own survey, 2021

Table 4.9 shows that, R square (R^2) indicate the correlation coefficient (0.548) explained as the coefficient determination. This result shows that the percentages of total variations of Y (employees' performance) explain by regression model which consist of independent variables. The $R^2(0.548)$, means all variables involved in this study can significantly explain 54.8% confidence level to the variation on employees' performance. In the model summery, the "R" value is used to explain the strength and direction of the relationship between the variables. $R= 0.732$. This shows there is positive relationship between the variables. The R-square in the study shows 0.548. This explains that, the independent variables (upward, downward, horizontal and diagonal communications) take 54.8% of the variance in the employees' performance. Variables which are not studied in this study contributed 45.2% influence employees' performance of EBC.

The unstandardized coefficients of determination in column B on table 4.8 were used to substitute the unknown beta values of the regression model. The values explain the direction of the relationship. A positive or negative sign shows the nature of the relationship. The significant values ($p=$ value) under sig. column explain the statistical significance of the relationship or the probability of the model giving a wrong prediction. A value of less than 0.05 is recommendable as it signifies high degree of confidence.

Regarding to the predictor variables, the statistical results $p < 0.05$ are upward communication ($p=0.001$). The results imply that, the p - value of upward communication is less than 0.05. Therefore this variable has direct relationship with employee performance of EBC. On the contrary, downward, horizontal and diagonal communications have insignificant relationship with employee performance of EBC.

4.6 Interview Results

To sum up the analysis, the researcher presented information on an interview which has conducted on the management of EBC. Three middle managers and two top managers of EBC were interviewed on their experience and understanding of the four directions of communication that was existing in the corporation, and their suggestions on how they can be improved.

Regarding to communication at EBC, the response of the managers confirmed that there was smooth and positive environment that enable each employees to forward ideas and suggestions through the organizational hierarchy. Meanwhile top managers address instructions, guidance and feedback to the employees comfortably and freely.

The researcher also asked the managers, if the corporation uses the four directions of communication. Three of the managers confirmed that upward, downward, horizontal and diagonal communication systems are used at EBC. However the rest two managers confirmed that diagonal communication is under-utilized.

With regard to which direction of communication is used widely at EBC, the managers unanimously agreed that downward and horizontal communications are widely used in the corporations. They explained that downward communication enhance their relationship with employees. Therefore they can communicate their ideas effectively to subordinates. Meanwhile, horizontal communication commonly used in the corporation. They stressed that horizontal communication is very important for the realization of meeting organizational objective because it enable employees to work as team.

With respect to how communication improves employees' performance at EBC, the managers confirmed that communication is crucial for employees to perform their work effectively at EBC. Besides this they agreed that employees' performance affected by directions of communication. Information should be disseminated by using all directions of communication. They explained that using grapevine is also an important system, since it is very open and richer which can make significant change in the corporation.

The managers confirmed that there is overload work, information distortion and information delay in dissemination were some of the challenges to communication at EBC. Effective communication also negatively affect by poor feedback. Therefore, since the primary responsibility of manager is to develop and maintain an effective communication system in the organization they should listen to feedback from staff and take in to account of their ideas and comments. Finally they recommended that all directions of communication should be given emphasis to bring about change and above all to meet the organizational goals.

4.7 Discussion of Results

The study result indicated that directions of communication have effect on employees' performance. All directions of communication at EBC were made an effect on employees' performance. See McKinney et al, (2004) *communication is essential to effective team performance and communication for any organization is like blood flow in the human body*. Therefore any organization that understands the importance of communication uses it in their organizational environment. Since, it ensures coordination of factors of production and most importantly material and human element of organization as an efficient network of change and advancement.

Upward communication is good at EBC with mean of (4.575) employees can submit their suggestion to their immediate boss, yet their comment related to work should be welcomed and encouraged. According to Hall (2002) *upward communication is used to provide feedback to higher ups, inform them of progress toward goals, and relay current problems, and suggestion for improvement and new ideas*. Modern organizations encourage upward communication through providing performance reports prepared by employees in lower level managers for review by middle and top levels managers. Besides this, the organizations use different means of communication such as; suggestion boxes, employee attitude surveys, grievance procedures, superior subordinate discussions, and informal sessions which enables employees to identify and discuss challenges and opportunities with their boss or representative of higher management.

Downward communication is very good at EBC with the mean of (5.054). Staffs can easily and effectively communicate with their subordinates. According to Robbins (2003) found that to produce better job performance downward communication

ensures that employees are given the instructions, directions, and guidelines to perform their activities thereby resulting in improved communication and by extension their job performance.

Horizontal communication is good at EBC with mean of (4.9138), there is very good peer to peer communication in workplace, therefore managers should view this as an important way to enhance teamwork and ultimately bring about synergy. However, unnecessary competition between departments should be improved. Since, all departments work for the allover organizational goal. Tubbs and Moss (2008) some significant functions of the horizontal or flat communication were unveiled. This type of communication can help improve coordination between departments regarding task accomplishment; it also encourages effective implementation of upper level decisions the reason been that lower level members within department are allowed to coordinate closely with one another during the formulation of the decision made at the top; conflict resolution is mutually practiced among members in the same department without the engagement of management; and to end it, teamwork is facilitated when a project requires tasks from.

Diagonal communication result indicates mean (4.269) there is not good diagonal communication at EBC. Based on the result, cross department communication is poor in the organization. Managers should not undermine this direction of communication, since all employees work for the same organization and goal. Creating an environment that enables each department and staff within the organization has smooth and effective communication is crucial to meet organizational goal. See Spaho (2013) stated that the concept of diagonal communication was introduced to capture the new communication challenges associated with new organizational forms, such as matrix and project based organization. Thus with the growth of new organizational forms the research of communication processes has been expanded with diagonal direction too. Employees' performance at EBC is very good with mean of (5.12), the result indicates that employees were aware of their duties and responsibilities; therefore they have an effective work output.

Tubbs and Moss (2008) in their studies, summarizes the importance of upward communication as: helping employees to alleviate the anxieties and obstructions of the work situation; it also assists management with the needed information for decision-making. Moreover upward communications facilitates employees' consciousness of participation and also serve as a gauge of the effective downward

communication. There is moderate upward communication at EBC with the mean of (4.575) this result shows that the employees of the corporation are not welcoming to share comment and suggestion with their upper bosses. The managers shall encourage should encourage and motivate employees to forward their idea freely and easily to get information which is valuable for decision making.

Gorda (2004) defined performance as the work result contributed by an employee related to his duty and responsibility to the organization based on the spiritual, intelligence and emotional to change any obstacle to be chances, as well as physical skill directed to the utilization of resource available by organization. Employees' performance at EBC is very strong with the mean (5.125). The overall employees work result is very good, and employees arrive on time for their work. These indicate that employees are well aware of their duties and responsibilities that were doing at the organization.

Therefore upward and diagonal communications are important to bring about employees performance for the next level. Upward communication plays an important role in decision making meanwhile, it helps employees to avoid anxieties and obstructions of their work environment.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of major findings, conclusions and recommendations that draw from the research result.

5.1 Summaries of Major Findings

The main purpose of the study was to investigate the effect of communication on employees' performance in the case of Ethiopian Broadcasting Corporation. Particularly the study evaluated each directions of communication available in the corporation. Meanwhile the study evaluated employees' performance at EBC. It determined the relationship between communication and employees' performance.

The reliability test has shown that on table 3.1, the result demonstrates that all the items and scales of the questionnaires were reliable and accepted based on the Cronbach's Alpha result which is above 0.711.

Regarding the demographic characteristics of the respondents, as shown on table4.1 vast majority of the respondents were non-managerial employees 55 % followed by low level 22.7 % middle level manager 13.6% and top level manager 8.3 %. Regarding to sex, males 72 % were larger than females28 % accordingly. The result showed that vast majority of the respondents were male. The females are below the average.

Concerning the extent of communication, respondents indicated that there is moderate upward communication and downward communication is very strong with grand mean of (5.05). There is very good upward communication which is characterized by the presence of forwarding ideas and comments to their subordinates in the organizational hierarchy of EBC. Regarding to horizontal communication, item 1, 74.9 % of respondents replied above average this is relatively higher than the number of respondents replied below average for each items. Diagonal communication is also is not good at EBC. Communication between different departments and staffs is low. Especially cross-departments communication is very poor.

Regarding to employees' performance, there is strong awareness of employee's at EBC. They were well aware of their responsibility and duty to play their own role in performing jobs to achieve organizational goal. 79.5% of respondents replied that they arrived on time.

Correlation result has shown that all independent variables have relationship with the dependent variable. Upward and diagonal communications have direct and positive relationship with employees' performance.

From regression analysis the predictor variables produced statistically significant results $p < 0.05$ are upward communication ($p = 0.001$). From the result it can be seen that a p-value of upward communication is less than 0.05. Both upward and downward communication variables have direct relationship with employees' performance of EBC. But predictors variables with $p > 0.05$ are available in diagonal ($p = 0.468$), horizontal communication ($p = 0.583$) and downward communication ($p = 0.089$) have no positive relationship with the dependent variable.

The regression analysis result also indicated that the R-square in the study was found 0.548. This value shows that the independent variables (upward, downward, horizontal and diagonal communication) can explain 54.8% of the variance in the employees' performance. The remaining 45.2% of the variance is explained by other variables which were not included in this study such as motivation and training.

The interview result shows that there is very good downward and horizontal communication, whereas diagonal communication is underutilized. And the managers recommended all directions of communication should be in practice at their organization.

5.2 Conclusions

The main purpose of this study was to find out the effect of communication on organizational performance in the case of Ethiopian Broadcasting Corporation; since communication plays crucial role on employees' performance and increase organizational achievement. The study used both quantitative and qualitative approaches. And the research design was descriptive type of research. Based on the data analysis and findings the following conclusions were made.

Regarding to the relationship of communication and employees' performance the study found that upward and diagonal communications have positive relationship with employees' performance at EBC. Therefore, the corporation could use these directions of communications to improve employees' productivity, since they have significant impact on employees' performance. If there is very good communication in the corporation, productivity increases well. If there is poor communication in the corporation, productivity decreases. On the other hand downward and horizontal communications have insignificant relationship with employees' performance at EBC.

Regarding regression analysis result it, explained that upward, downward, horizontal and diagonal communication have an effect on employees' performance. The result was supported by various authors those reviewed in the study. Therefore the study concludes that employees' performance is determined by the emphasis which was given to each direction of communications.

Interview result shows that the practice of upward and diagonal communication at EBC is slightly poor, especially cross department communication and also staffs from different work units. Therefore the management and staff members need to give attention to these directions of communication.

5.3 Recommendations

Based on the major findings of the study the following recommendations are forwarded.

- Based on the correlation result, upward and diagonal communications significantly affect employees' performance positively, so that the managing body of EBC should give much emphasis to these directions of communication.
- Communication within the organization works in the way of ensuring organizational goal. Therefore managers should be certain that employees get instructions, guidance and feedback to carry out their duty in simple and effective manner. Besides this managers also should ensure that the transfer of information is well organized in the way that employees among themselves are welcoming to forward and receive feedback.
- Based on the correlation analysis result diagonal communication has positive

and significant relationship with employees' performance, therefore the management of EBC should give much attention to this direction of communication because it encourages informal flow of information which minimizes the chance of message distortion.

- Upward communication should be encouraged at EBC; superiors should consider employees' comment about work.
- Regarding to horizontal communication it has paramount importance to strengthen communication among employees in the same level which enhance teamwork and cooperation. Therefore the management of EBC should give special attention for this direction of communication.

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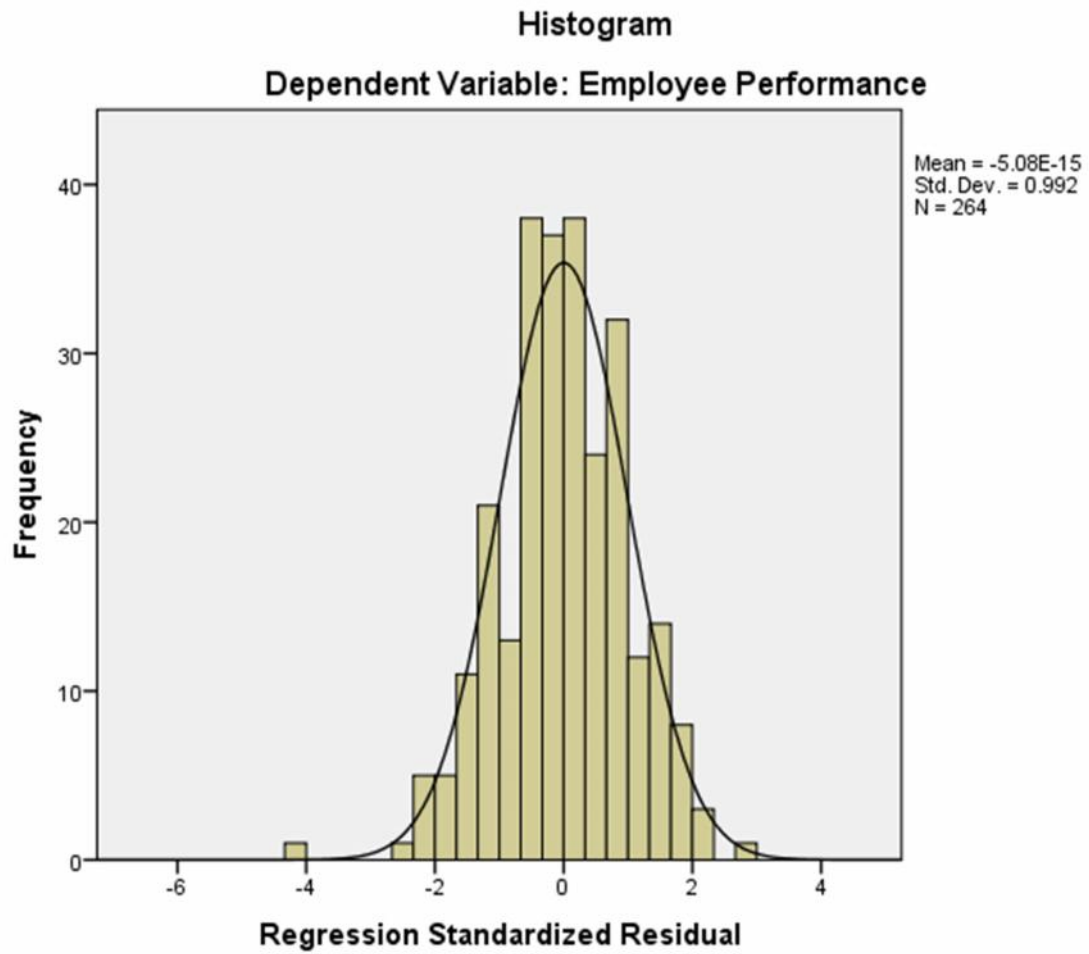
APPENDIX

Appendix A

Residuals Statistics^a

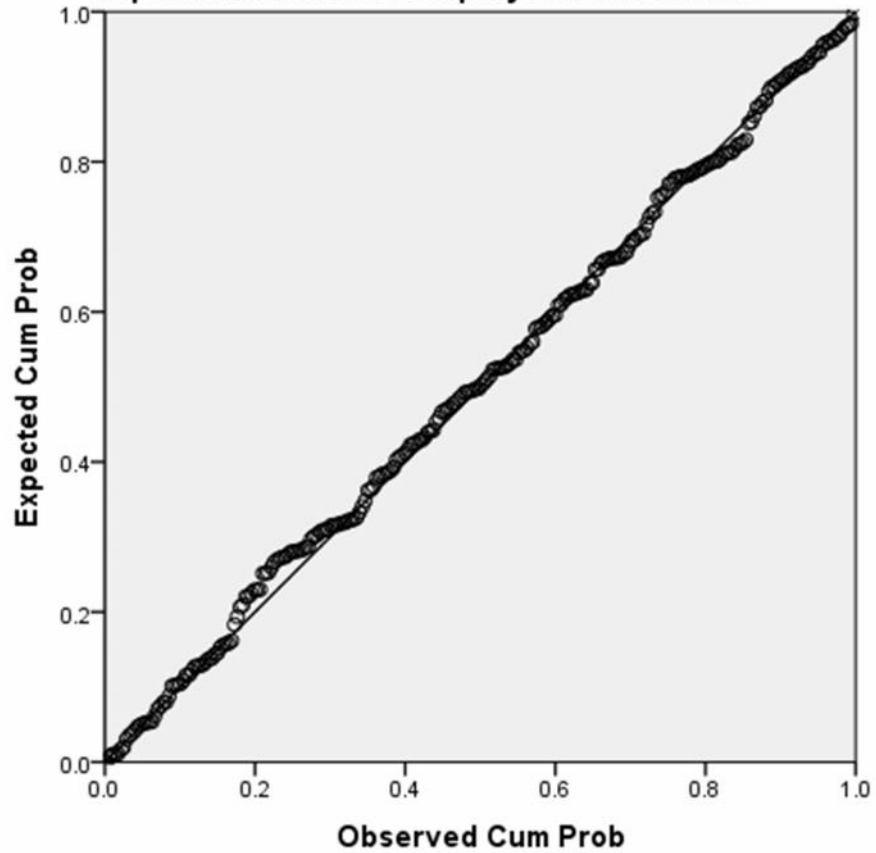
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.3532	5.8077	5.1296	.21788	264
Residual	-2.67649	1.76823	.00000	.63609	264
Std. Predicted Value	-3.564	3.112	.000	1.000	264
Std. Residual	-4.176	2.759	.000	.992	264

a. Dependent Variable: Employee Performance



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Employee Performance



Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Upward Communication	264	1.67	7.00	4.5751	.89185
Downward Communication	264	2.00	7.00	5.0543	.73752
Horizontal Communication	264	2.13	7.00	4.9138	.72193
Diagonal Communication	264	1.00	6.60	4.2697	.95702
Employee Performance	264	2.44	7.00	5.1296	.67237
Valid N	264				

Appendix B

St. Mary's University College

School of Graduate Studies Faculty of Business

Survey questionnaires

Dear Respondent,

The objective of this questionnaire is to gather information to the research entitled *“Effect of Communication on Employees’ Performance in The Case of Ethiopian Broadcasting Corporation”*. All data collected through this questionnaire is only for academic research purpose. The answers you give to the following questions will be kept confidential. You are kindly requested to fill all the answers genuinely.

Thank you for your kind cooperation in advance!

Yitayih Zelalem

General direction

- No need of writing your name.
- Put the mark “ ” on the options provided.

Part one: Personal information

1. **Sex:** Male Female
2. **Age:** Less than 20 years 20-30 years
30-40 years above 40 years
3. **Educational level**
Secondary school (9-12 grades) Diploma
First degree Master's degree above
4. **Work experience**
Below 1 year 1-5 years
5-10 years above 10 years

5. Job Category

Employee Low level manager
 Middle manager Top manager

Part Two

Questions related to effect of communication on Employee's performance please put the mark " " to the option that best reflects your opinion and practical knowledge.

No.	Upward Communication	Extremely Agree	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Extremely Disagree	Remark
1	I can forward my ideas easily with my immediate boss.								
2	I can submit my documents and other suggestions about work to my bosses.								
3	My bosses are welcoming to my effort to communicate with them.								
4	I can effectively share my ideas with my upper bosses.								
5	My superiors always consider my comment above work.								
6	In my work place, I'm free to express my concerns to organizational leaders.								
No.	Downward communication								
1	I can easily communicate my ideas effectively to my subordinates.								
2	I have no problems to share my ideas with my subordinates.								
3	I have developed effective ways to communicate with my subordinates.								
4	The down ward communication by the direction of operations was to build rapport motivated employees.								
5	Because of the efficient of downward communication the need for daily meetings is no longer present in our organization.								
6	Our organization successfully utilizes downward communication through multiple meetings.								

No.	Horizontal Communication	Extremely agree	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Extremely disagree	Remark
1	In our organization communication takes place among the members of the same work group effectively.								
2	I have good organization with my peers in the hierarchy of the organization.								
3	There is effective peer to peer communication in our organization.								
4	The organization management views peer to peer communication as important way to enhance team spirit and team work.								
5	The organization creates sufficient opportunity for peer to peer communication.								
6	Horizontal communication helps for better implementation of top level decisions.								
7	In our organization it's common to see communication involves colleagues and peers at the same level of the organization.								
8	Horizontal communication also pushed in our organization for joint problem solving.								
No.	Diagonal Communication								
1	There is effective communication of employees from different departments.								
2	Whenever needed, cross department communications are used in our organization.								
3	Employees from different departments and staffs have smooth communication.								
4	I have the feeling that I can communicate effectively with any department of the organization.								
5	As long as work is concerned, I have good communication experience with employees with other departments and all levels of management.								

No.	Employee Performance	Extremely agree	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Extremely disagree	Remark
1	Since my performance is increasing, costs are reduced to provide outputs, in company to previous cost.								
2	I always arrive on time for work.								
3	Generally I have good work result.								
4	I have effective work output in the organization.								
5	I am aware of the fact that the work that I do is important for the organization.								
6	I can learn new things while doing my work at the organization.								
7	The work that I do requires qualified employees and everybody cannot do it.								
8	I'm using my potential fully in my work.								
9	I am aware of losses that the organization will incur if I don't do my work as it should be done.								

Part 3

Please give short answers for the following questions.

1. In your opinion, how do you evaluate the communication in the organization?

Strengths

Weakness

2. In your case, what is the relationship between communication and your performance in your organization, if any?

Positive aspects

Negative aspects

Thank you for your kind Cooperation!

Appendix c

Interview guide

1. How could you describe communication in EBC?
2. Does EBC use the four direction of communication?
3. Which direction of communication widely used and why?
4. Briefly explain how communication improves employee's performance?
5. What should be done to improve employee's performance in EBC thought organizational communication?

Thank you for your kind Cooperation!