ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

ORGANIZATIONAL COMMUNICATION ON EMPLOYEES' PERFORMANCE: THE CASE OF STAR SOAP AND DETERGENT INDUSTRIES PLC.

BY:

TAMIMA KEMAL

JULY, 2024

ADDIS ABABA, ETHIOPIA

ORGANIZATIONAL COMMUNICATION ON EMPLOYEES' PERFORMANCE: THE CASE OF STAR SOAP AND DETERGENT INDUSTRIES PLC.

ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

BY:

TAMIMA KEMAL

A RESEARCH THESIS SUBMITTED TO THE DEPARTMENT OF BUSSINESS ADMINISTRATION FOR PARTIAL FULLFILLMENT OF THE REQUIREMENTS FOR THE MASTER'S DEGREE IN BUSINESS ADMINISTRATION

ADVISOR: MOHAMMED M. (Ass.pro)

JULY, 2024

ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS

ORGANIZATIONAL COMMUNICATION ON EMPLOYEES' PERFORMANCE: THE CASE OF STAR SOAP AND DETERGENT INDUSTRIES PLC.

BY:
TAMIMA KEMAL

APPROVED BY BOARD OF EXAMINERS

1. _____   _____

   Dean, Graduate Studies   Signature

2. _____   _____

   Name of Advisor   Signature

3. _____   _____

   Name of External Examiner   Signature

4. _____   _____

   Name of Internal Examiner   Signature

ACKNOWLEDGEMENTS

First my innumerable praise to the Almighty Allah for giving me the opportunity, capacity and guidance throughout my life. Next, I am deeply grateful and indebted to Mohammed M. (Ass.Pro), my advisor, for his encouragement, suggestions, guidance and overall assistance. Successful accomplishment of this research would have been very difficult without his generous time devotion from the early design of the proposal to the final write-up of the thesis by adding valuable, constructive and ever-teaching comments; and thus, I am indebted to him for his kind and tireless efforts that enabled me to finalize the study.

I am greatly indebted to my family for giving me their endless support until the end by advice and any materials. My sincere appreciation and thanks also go to my colleagues for the remarkable memories and constant moral support during the study period. I also feel great to express my thanks to the peoples who participated in the study for sparing their precious time and for responding positively to the lengthy for filling the questions patiently.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The study examined the effect of organizational communication on employees' performance at Star soap and detergent industries plc. The study hypothesized the effects of communication flow, communication structure, communication medium and communication climate on the performance of employees. This research used explanatory research design within the framework of quantitative approach. Primary and secondary sources of data were used in the study. Primary data was collected from 129 respondents using structured questionnaire. Descriptive and inferential statistics including correlation and multiple linear regression models are employed to analyze the data. Results from the study revealed that organizational communication parameters are statistically significant and communication medium is insignificant.   Further, the findings and assumptions of multiple linear regression showed that employee performance is highly determined by the communication flow, communication structure and communication climate. When deciding to improve the overall organizational communication, Star soap and detergent industries plc. Better consider the significant correlates of organizational communication parameters.

Key words: Star soap and detergent plc, Organizational communication, Multiple linear regression.

CHAPTER-ONE

INTRODUCTION

1.1. Background of the Study

In today's age, information is becoming the vital asset of an organization (Higson&Waltho, 2010). Eadie (2009) noted that useful and timely information is the life blood of employees that is decisive for employees to make important choices in organizing their activities and executing their tasks. This means that organizations should encourage the flow of information across the entireorganizationforbetterachievements.Informationmustbeexchangedamongemployees in the organization so that they can carry out their organizational activities so efficiently and effectively.

This is because it is through the exchange of information (communication) that the overall goals and objectives of the organization can be achieved. Employees should communicate the right information at the right time using the right medium in order to execute their tasks (Crown, 2013). Therefore, information is a source and a part of the communication process (Madden, 2000).

Now days, communication, specifically organizational communication has become an important factor for the overall functioning and success of an organization (Rajhans, 2012). Organizational communication takes place when employees share or exchange meaningful and understandable information with one another. In organizational communication, good communication is the foundation upon which an organization system is developed and maintained in order to get information, idea, or message exchanged across to others in order to achieve the intended performance. Without organizational communication, organizational excellence and performance would not exist and the various parts of an organization would not be bound together for common goals (Research cage, 2013).

Further, according to Duncan and Moiety (as cited in Femi, 2014), employees relate with each other using communication. Therefore, it binds employees together in an organization (Femi, 2014). For instance, according to Duncan and Moriaty (as cited in Femi, 2014), traditionally, managers spent the majority of their time communicating with employees and stakeholders in one form or another (face-to-face) discussion, memos, notice boards, mass meeting, employees hand book and public lectures) but, today, every worker finds out that communication is an important aspect of their work and leads them to effective and efficient work performance.

According to Miller (2015), communication plays a vital role in the functioning of any organization, whether it is for business, non-profit, educational, or governmental organizations. Communication is commonly described as a process of sending messages through different platforms and it is normally comprised of verbal or nonverbal sentiments (Al-Tokhais, A.2016).Bell and Martin (2019), claim that communication might be a strategy, a way to achieve financial success, or even the answer itself. The corporate entity will eventually be preserved when communication between workers and management is extremely intense. Business communication is essential for motivating and guiding the workers in order to reach the corporation's objectives or goals, claims (Almeida, 2019).

In relation to manufacturing sector, just like any other business organization, manufacturing businesses use communication as a tool to carry out their daily activities. In practice, there is no organization without communication including the manufacturing businesses (Spaho, 2011). In addition, (Rajhans, 2012) pointed out that for effective production processes to produce the intended products require greater collaboration among employees in different functional units, which is achieved through effective communication.

In this background, the study has examined the effects of organizational communication on the performance of employees in Star soap and detergent industries plc. In doing this, the study attempted to investigate the effects of organizational communication (assuming the four parameters of organizational communication: communication flow, communication structure, communication medium and communication climate) on the performance of the employees in the stated manufacturing company.

Star soap and detergent industries is a member of the MIDROC Ethiopia group, which was set up in Addis Ababa with capital out lay of birr 129 million birr to produce laundry soap and detergent products. It started operation in 2002 E.C and it is poised to be a major player in Ethiopia soap and detergent industries. The plant is designed for annual production of over 15,000 ton of laundry soap and 6,000 tons of detergent. Thus the company is operating profitably and able to achieve a record level of revenue by enjoying a favorable trading result and a very good reputation.

1.2. Statement of the Problem

In today's organizations, communication has become increasingly complex and varied, playing a crucial role in overall organizational functioning and success (Mutuku, 2014). The manner in which employees communicate is directly reflected in their performance (Rajhans, 2012). With

globalization and technological advancements, effective communication is now a prerequisite for organizational stability and success (Bhata&Balani, 2015). In the context of the global economy and intense business competition, effective communication is more important than ever for enhancing employee performance (Nwata et al., 2016).

Employee performance is significantly influenced by effective communication and interactions (Olamigoke, as cited in Nwata et al., 2016). Manufacturing companies, such as Vanaz Engineers Ltd. in Pune, India, have demonstrated that implementing effective organizational communication practices can enhance employee performance through increased motivation (Rajhans, 2012). Conversely, inadequate or ineffective communication leads to poor employee performance (Nwata et al., 2016). Therefore, effective organizational communication is essential for improving employee performance in the manufacturing sector. Nakachew (2022) argues that aspects of business or organizational communication such as quality, channel, content, frequency, communication barriers, and supervisor openness significantly affect employee performance in higher education.

A preliminary pilot study was conducted to gain insight into the nature of organizational communication in the company under study. The informal communication, which is unofficial and based on social relationships outside the normal hierarchical communication flow, is common. Employees mostly communicate without following formal communication patterns. Again, communications in Star soap and detergents are primarily commands and instructions with limited opportunities for feedback or suggestions. The inadequacies in organizational communication at Star Soap and Detergent Industries plc have tangible effects on employee performance. Poor communication leads to misunderstandings, errors, reduced job satisfaction, and ultimately lower productivity.

Several studies have explored the relationship between organizational communication and performance, Femi (2014), in his research on The Impact of Communication on Workers' Performance in Selected Organizations in Lagos State, Nigeria, examined the significant relationship between communication and workers' performance, productivity & commitment.(Bery et al., 2014)also conducted a research on the Effects of Employee Communication on Organization Performance in Kenya's Horticultural Sector with the aim of exploring the effect of employee communication on organization performance in Kenya's horticultural sector.

However, critiques of these studies, including those by Nwataetal (2016) investigated empirically the association between Internal Organizational Communication and Employees' Performance in Selected Banks in Port Harcourt and Owusu-Boateng and Jeduah (2014) studied the Effects of Organizational Communication on Employee Performance on Agricultural Development Bank,indicate that most research has focused on non-manufacturing businesses. The aspects of communication patterns, communication structure, and communication climate have not been adequately addressed in relation to employee performance efficiency and effectiveness. For instance, Rajhans (2012) used employee motivation as a mediating variable, while Bhatia and Balani (2015) examined formal and informal communication in public sector organizations.

Existing research lacks a sector-specific focus on how organizational communication impacts employee performance in manufacturing, particularly at Star Soap and Detergent Industries PLC. Thus studies also didn't incorporate communication structure and communication climate and they utilized descriptive research designs, which primarily report respondents' perceptions without exploring deeper causal relationships.

To the end, this research is motivated in the believe that it fills empirical, methodological and practical research gaps that are found in the existing research works and solves the practical situation of the problem in Star Soap and Detergent Industries plc by investigating the effects of organizational communication on employee performance focusing on the flow, structure, medium, and climate of communication and robust methodologies are needed to establish causal relationships and address contextual and cultural specificity.

1.3. Objectives of the Study

1.3.1. General Objective

The main objective of this study is to examine the effect of organizational communication on employee performance in the case of star soap and detergent industries plc.

1.3.2. Specific Objectives

This study addressed the following specific objectives:

1. To establish the influence of communication flows on employee performance in star soap and detergent industries plc.
2. To examine the influence of communication structure on employee performance in star soap and detergent industries plc.

3. To determine the influence of communication medium on employee performance in star soap and detergent industries plc.

4. To investigate the influence of communication climate on employee performance in star soap and detergent industries plc

1.4. Research Hypothesis

The following research hypotheses were formulated to guide the study:

1. H1: The communication flow has positive effect on employee's performance
2. H2: The communication structure has positive effect on employee's performance
3. H3: The communication medium has positive effect on employee's performance
4. H4: The communication climate has positive effect on employee's performance

1.5. Significance of the Study

To understand how organizational communication practices affect the performance of employees, this study plays a vital role and shows management how effective organizational communication are significantly related and affects the performance of employees. The study may also show management, organizational communication needs great attention (focus) to have more satisfied employees and consequently satisfied customers.

Thus, this study may have the following importance:

✓ It aids management of the company to see how effective organizational communications are related with the organizational/employee performance with respect to competitiveness and profit maximization.

✓ It helps the stakeholders and customers to access the organization's practice.

✓ It also serves as a reference for any interested management, employees or researcher.

1.6. Delimitation of the Study

Scope or delimitation of the study includes content, geography and time related limitations. Related with content, the study was delimited only on the effect of organizational communication on employee performance in the case of Star soap and detergent industries plc. By considering selected parameters of organizational communication (communication flows, communication structures, communication mediums and communication climates). Related with geography, the study was delimited on Star soap and detergent industries plc which is found in Addis Ababa. In terms of time, the study was on-time research and took 6 months from February to July 2024 G.C. Necessary data was gathered from primary and secondary sources. Regarding the research design, the research employed explanatory research design within the framework of

quantitative research approach.

1.7. Definition of Key Terms

The researcher provided definitions for some main concepts that are used concurrently in this thesis in order to give readers a broader understanding of the research focus and the effect of organizational communication on employees' performance.

Communication: A process of the exchange of information or message among individuals through a certain medium with the information or message being understood by the individuals (Nebo, Nwankwo & Okonkwo, 2015).

Effective communication: The exchange of meaningful and understandable information between individuals at the right time using the right medium. (Crown, 2013)

Employee performance: an individual's work achievement after applying the required knowledge and efforts on the job (Pradhan & Jena, 2017).

*Medium***:** A channel by which information or message is transferred from a sender to a receiver (Owusu-Boateng&Jeduah. 2014).

*Message***:** A message is a discrete unit of information that is transmitted from one person to another person. (Richmond et al., 2005).

*Organization***:** A group of individuals working together under defined system of rules, procedures and relationships designed to achieve identifiable objectives and goals (Greenwald, 2008).

*Organizational Communication***:** The exchange or sharing of information (messages, ideas, opinions, etc) in an organization for the purpose of carrying out organizational tasks (Hybels&Weaver 2001).

1.8. Limitation of the Study

This study entitled on the effect of organizational communication on employee performance at Star Soap and Detergent Industries plc, has several limitations. Firstly, the research's scope is confined to a single company, limiting the generalizability of the findings to other organizations and industries. The cross-sectional design, capturing data at one point in time, does not account for changes over time, potentially overlooking the dynamic nature of organizational communication and its long-term effects. Furthermore, the reliance on self-reported data from employees introduces biases such as social desirability and recall bias, which may distort the true nature of their experiences and perceptions. The study may also have focused on specific communication flow, structure, medium and climate, neglecting others like content, completeness, correctness, clarity, coherence, concreteness and conciseness of communication or social media,

communication, frequency and barriers that may lead to an incomplete understanding of the overall communication dynamics. The influence of managers and leaders on communication practices and employee performance may not have been adequately addressed, and variations in leadership style and managerial effectiveness can significantly impact outcomes.

1.9. Organization of the Study

This thesis organized in to five chapters; the first chapter included an Introduction part, which includes: Background of the Study, Background of the Organization, Statement of the Problem, Objectives of the Study, Research Hypothesis, Significance of the Study, Scope/Delimitation of the Study, Limitation of the Study, Definition of key terms and Organization of the Study. The second chapter included review of related literature. The methodology and design were treated in the third chapter of the study. Chapter four contained the analysis, presentation and interpretation of the research. Finally, chapter five presented the summary, conclusion and recommendations. In addition, this paper also included a list of references as well as annexes in relation to the study.

CHAPTER-TWO

REVIEW OF RELATED LITERATURE

2.1. Review of Theoretical Literature

2.1.1. Concept of Communication

The Latin term communis, which denotes a common or shared understanding, is the root of the English word communication. Therefore, the objective of communication is to create commonality between the source and the listener (Schramn, 1965). Whatever is being communicated may be connected to information, insight, ideas, recommendations, views, or sentiments, among other things. The process of transferring or sharing information, ideas, and feelings between the sender and the recipient is referred to as communication for the purposes of this essay.

The communication theory was created and developed by great scholars namely; Karl Deutch, David Werner, and Robert Asby. In relation to business, communication theory focuses on knowledge flow and structures as the major units of analysis in any business. "The developers of this theory were much concerned about the clarity of the channel that carries the message from the sender to the receiver; they argue that there are various distortions along the message channel, which they refer to as noise, that obstruct the flow of information" Littlejohn and Foss (2009).

Business communication as a basis for decision making in organizations was a concern for Karl and other social scientists. As a result, he argued that effective external and internal communication structures are required to ensure a free flow of information. Decision making is possible when there is a continuous flow of information within the established structures Karl et al. (2012).

The basis of an efficient organization is rational decision making, which translates into productivity and good performance is reliant on a constant as well as effective flow of information in the organization. When there is little or no information flow within an organization, irrational decisions are made which leads to poor business achievements Stacks and Salwen (2014). According to (Peter, 2015), effective communication also involved the sender of the message getting feedback from the intended recipient. Through directing, mobilizing, and fostering understanding, communication improves corporate goals or objectives while fostering employee collaboration and successful performance (Stephen, 2011).

Communication is necessary to increase a team's effectiveness, according to McKinny, Barker, Smith,

and Davis (2004). They claim that it has the same position in an organization as blood flow has in the human body. Consequently, a company that appreciates the value of communication implements it into its working environment. Because it ensures the interaction of human and material components, it aids in the development of an organization's effective network for change and advancement. Understanding the concept of good organizational communication is vital since it is essential to an organization's success. However, practically speaking, it is less likely to succeed in the aforementioned complete communication when the sender and the recipient understand one another (Stewart, 2000).

2.1.2. Functions of Communication

The process of communicating messages, ideas, facts, views, or feelings is known as communication. In order to spread knowledge about any aspect of human activity, communication is crucial. In an organization, communication serves the purposes of informing, persuading, and motivating. To function well at work, employees need to have efficient organizational communication. We may learn about the environment we are in through communication. It aids in forming our ideas and choices, enabling us to defend our interests as well as that of the group or organization by making "informed choices.

"Communication is a fundamental mechanism by which members of the group show their satisfaction and frustrations. Communication, therefore, provides for the emotional expression of feelings and fulfillment of social needs (clickup.com).Further, communication performs diverse kinds of functions which include:Communication between people makes interaction between people feasible. We connect with friends, parents, coworkers, etc. because we share understanding-based codes. It won't be able to do this without communication.

Besides, the ability to communicate creates opportunities for commerce and business. Able to communicate what we are selling and what we are looking to purchase. Through contact, we also haggle over costs, delivery options, and other issues. Not only business transaction is achieved via communication, but also exchange of ideas and spread of knowledge, social-political development, social-cultural integration (i.e., communication enables exchange of cultural and values). And, training and upskilling of employees is crucial to employee onboarding and training. (Spaho, 2011)

2.1.3. Importance of Communication

The importance of communication shall be looked at from the study of Moorhead and Griffin (1989) which states that manager transmits information for a variety of reasons as highlighted in:
Effective communication builds a positive atmosphere where teams can flourish. When communication is positive and encouraging, team members become stronger and work better together. Those who

practice good communication skills make working beside them easier and less stressful. Job tensions or friction are promptly addressed since effective communicators work toward finding solutions. Obamiro (2008).

Businesses need to know what their customers want and need from them to serve them. Forming business relationships is how companies build trust in their brand and bring customers back. Reliable and positive communication with customers is paramount to maintaining a valued customer service reputation. For a business to be successful, short- and long-term goals must be clear and concise. When employees know what the goals and visions of their company are, they are better able to focus their efforts on achieving them.

Effective communicators are more inclined to collaborate to find creative solutions, as well. When employees are keen to share ideas, companies can transform their approaches and find unique ways to serve customers and clients. Mutuku (2014).

2.1.4. Process of Communication

The process of communication begins with a person's desire to share or exchange an idea, thought, or feelings with an individual or groups. It basically involves a sender, a message, a medium, and a receiver (Chaturvedi, P. D. 2011). And there are different theories formulated to show how communication is executed between the sender and the receiver.

The linear model of communication

It is the earliest conceptualization of communication by Harold Lasswell in 1948, and involved the following five basic questions.

1 Who (Sender)? The communication process begins with the sender, who is also called the communicator or source. The sender has some kind of information a command, request, question or idea that he or she wants to present to others. For that message to be received, the sender must first encode the message in a form that can be understood.

2 Says What (Information)?The message or content is the information that the sender wants to relay to the receiver. Additional subtext can be conveyed through body language and tone of voice. Put all three elements together sender, receiver, and message, and you have the communication process at its most basic.

3 To Whom (Receiver)?The person to whom a message is directed is called the receiver or the interpreter. To comprehend the information from the sender, the receiver must first be able to receive the sender's information and then decode or interpret it.

4   In what Channel (Medium)?Also called the channel, the medium is the means by which a message is transmitted. Text messages, for example, are transmitted through the medium of cell phones.

5   With what effect (Purpose)? The purpose of communication is defined as communication goals that can be achieved by an exchange of words, ideas, or messages.

Early idea of communication considered it as one-way (Linear) process marked by the flow of information from a sender to a receiver.

| Sender | Media | Receiver |

Figure 2.1: Linear model of communication Harold L. (1948)

The ShannonWeaver Model of communication

"A Mathematical Theory of Communication" and also called as "Shannon-Weaver model of communication", is specially designed to develop the effective communication between sender and receiver. Also, incorporate and consider factor which affecting the communication process called "Noise". The model deals with various concepts like information source, transmitter, Noise, channel, message, receiver, channel, information destination, encode and decode.(Weaver, 1948).
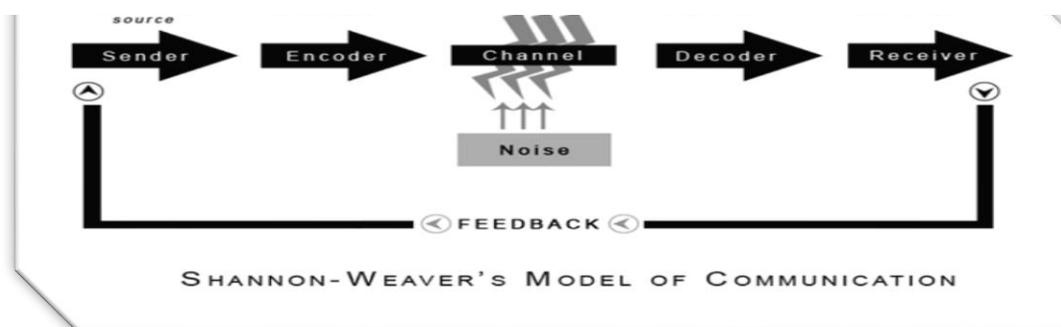
Figure 2.2: Weaver model of communication (Weaver, 1948)

2.1.5. Business Communication

Organizational communication, according to Barker and Angelopoulou (2006,p.11), is communication that takes place within the organization with people, dyads, and groups that need to be communicated with in order to support and increase performance (and avoid losses from, for example, decreased staff morale).It is the mutual exchange of understanding, originating with the receiver.Communication needs to be effective in business.

Symbolic language use, how organizations operate, and their objectives are all topics of organizational

communication. Networks may also be a part of the communication flow, which can either be official or informal, internal or external, upward, downward, or horizontal Welch and Jackson (2007, p. 176). According to Marques (2010, p. 56), as workplaces of all kinds lean toward increasing engagement among employees, clients, and other workers from a growing variety of backgrounds, corporate communication will continue to magnify. Any sort of organization's success rate has proven to be greatly influenced by organizational communication. Organizational communication can be classified in two groups: internal and external communications:-

External Communication

External communication denotes interactions between parties who are connected to one another through business relationships with suppliers, distributors, customers, and the general public Miller (2015). It moves outward and addresses those outside the organization, including clients, partners, rivals, and the general public. Any organization that wishes to convey information to the general public must employ a communication management plan, which is referred to as external communication. The communication plan should include any type of information sharing, consultation, advertisement, brochure, letter, or other sort of contact between individuals or objects within your organization and those outside of it Shonubi and Akintaro, (2016).

Internal Communication

Internal communication, as defined by (Trahant, 2008), is the interchange of formal and informal messages between employees and members of the top hierarchy within a company. In other words, it occurs peer-to-peer or between superiors, managers, supervisors, and employees. It is designed to link staff members with groups and the company as a whole to make the realization of group interests and unstructured cooperation easier (Ridder, 2004). Creating a culture of communication depends on the productivity and capacity adaptation of the institution; therefore, the success of the institution depends on management communication, which is essential for the success of the company. A responsible manager will not communicate at random and at will, but rather as a communication strategy to support the organization's strategy implementation (Nicoleta&Dumitru, 2006).

Formal and Informal Communication

Formal communication takes place based on the organizational structure. They follow the established chain of command or line of authority. Formal information can be transmitted internally or externally (Shonubi and Akintaro, 2016; Miller, 2014; Nicoleta and Dumitru; 2016). This communication can have three forms; Vertical, both downward (top-down), and upward (from the bottom - up), and

horizontal (communicating laterally). The mode of communication can be, written, verbal or non-verbal. A typical informal communication route is the grapevine, or network of friends and acquaintances, via which rumors and other unreliable information are spread from person to person.The grapevine or rumor tested to be one of the quickest channels and frequently accurate, according to a number of studies conducted by Bratton, Callinan, Forshaw, and Sawchuk (2007). This result might lead to a formal organizational communication that is weak and ineffective. Without official verification, the informal communication network is not always a negative thing.

The formal structure may face difficulties due to the parallel and robust information flow. This is especially true when unfounded rumors are pervasive in the network. Information from that network can be used to create an organization's effective communication policies (Sostek, 2006).

Downward Communication

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

Upward Communication

Upward communication is the movement of communications from lower to higher organizational levels, according to Schermerhorn et al. (2011). The writers emphasized the multiple benefits of upward communication, including how it keeps upper levels informed about what lower levels are doing, their issues, their ideas for improvements, and their perceptions of the organization and their work.

Lateral Communication

It involves communication among persons who do not stand in hierarchical relation to one another. While recent trends to flatten organizations have enhanced the importance of lateral communications, studies on lateral communication still lag behind those on vertical communication. Lateral communications between workers in different functional areas is also becoming a bigger concern as greater attention is being directed at increasing the speed of production through simultaneous, as

opposed to sequential, work processes. And there is greater emphasis on communication across distributed workers and geographically separated work groups doing similar kinds of work in an attempt to promote learning and the sharing of expertise, best practices, and lessons learned. This type of communication is progressively usual with the leveling of the hierarchical structure and the introduction of matrix organizations (Greenberg and Baron, 2008). According to Robbins et al., (2010) this type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers.

Diagonal Communication

Communication between managers and employees who are placed in several functional divisions is referred to as "diagonal communication." Diagonal communication has gained importance in a similar way as vertical and horizontal communication. To address the brand-new communication issues brought on by innovative organizational structures like matrix and project-based organizations, the notion of diagonal communication was developed. As a result, the study of communication processes has been broadened diagonally along with the development of new organizational structures (Greenberg and Baron, 2008).

2.1.6. Communication Techniques

The ability to communicate effectively with superiors, colleagues, and staff is essential, no matter what industry you work in. Workers in the digital age must know how to effectively convey and receive messages in person as well as via phone, email, and social media. Good communication skills will help get hired, land promotions, and be a success throughout your career (Doyle, A. 2017). Verbal communication takes place in a variety of settings, including interviews, training sessions, presentations, group meetings, performance reviews, one-on-one conversations, sales pitches, and consulting engagements.

The message is being conveyed using body language, eye contact, hand gestures, and tone of voice. You'll come out as personable and inspire others to be open with you if you adopt a comfortable, open stance (arms open, legs relaxing). Often, our actions speak louder than our words when we speak (Doyle A., 2017).

2.1.7. Review of Variables

The main variables that are examined are the communication flow, communication structure, communication medium, communication climate, and employee performance. The variables are

discussed in detail below.

Communication Flow

Communication flow refers to the pattern of information in the organization. It deals with how information flows in the organization for smooth and better functioning of the business. According to Chan Chun Ming (2010), communication patterns allow information to transmit through defined channels so that the information can reach intended receivers in a timely and efficient manner. In any organization, there are communication patterns through which information flows at the organization-wide level.

According to Shonubi and Akintaro (2016), the patterns of communication flow are formal and informal communication patterns that employees exchange or share information or messages with each other in manufacturing businesses. Formal communication pattern is the official paths recognized by management. "It is official, organization-sanctioned episodes of information transmission" (Shonubi &Akintaro, 2016, p.1906). It follows the formal, established official lines of contact (Richmondetal, 2005). Typically, it occurs through defined reporting channels established by the organization's hierarchy structure or management.

Informal communication involves communication that follows the "Grapevine" (Richmond et al. 2005). According to Subramanian (as cited in Ergen, 2010), informal communication is called Grapevine.The Grapevine according to Mishara (as cited in Chan Chun Ming, 2010), is the product of social interaction. Crampton et al. (as cited in Ergen, 2010, p.7) described that "the Grapevine is linked with the intensity and importance of communication to employees; the degree of ambiguity and lack of clarity of the communication to employees; an organizational environment that is insecure or threatening; and with an organization climate where lack of trust exists among employees toward formal communications."

Hence, it is important to consider communication patterns, in terms of formal and informal communication, as an independent variable in this study.

Communication Structure

The other important variable in this study is the communication structure (direction) in which information flows within an organization. As Kovacic&Luzar (2011) noted that communication networks have different network characteristics such as the structure. Although organizations adopt their own organizational structure that defines the communication structure within the organization, there are four important communication structures or directions in which communication among employees takes place. These are downward, upward, horizontal and diagonal communication

(Spaho, 2012). However, the widely adopted communication structures are downward, upward, and horizontal communication (Atambo&Momanyi, 2016).The downward and upward communications in organizations are also called vertical communication.

Communication Medium

Information is one of the important resources in an organization. Useful and timely information is critical for employees to make smart choices about how to organize their activities and execute their tasks (Eadie, 2009). Therefore, it must be communicated and shared effectively among employees in the organization. To communicate and share such information or message, an appropriate communication medium must be used. A medium is the physical means through which communication is created, transmitted, or stored (Yates &Orlikowski, 1992). The medium could be a telephone call, a letter or a memo, face to face, email, and so on.

Crescenzo and Men (as cited in Men & Hung-Baesecke, 2015) stated that employees of an organization use a wide array of tools for communication that range from conventional channels to web-based platforms. The conventional channels include print media (e.g. newsletters, magazines, and posters), face-to-face communication, e-mails and phone calls the web-based plat forms include intranet, blogs, instant messengers and social media. The widely used communication mediums in organizations are phone, face-to-face, meetings, memo/letter, publications (magazine, reports, manuals etc.), bulletin board, Intranet, email and social media. These communication medium can be categorized into oral communication media (phone, face-to-face, meetings), written or print media (memo/letter, publications, bulletin board), and electronic media (email, intranet, and social media).(Men&Hung-Baesecke,2015)

Therefore, this means that communication medium can have an influence on employee performance in an organization. Hence, it was relevant to examine communication medium as an independent variable for the dependent variable employee performance in this study.

Communication Climate

Communication climate can be defined as the internal environment of information exchange among people through a communication networks (Buchholz, 2001). Putnam and Cheney (as cited in Lee, 2014) stated that communication climate illustrates to the atmosphere in an organization regarding accepted communication behavior. Goldhaber as cited in Kamasak & Bulutlar (2008) also defined communication climate as the perception of employees with regard to the quality of the mutual relations and the communication in an organization.

Communication climate according to Pace as cited in Nordin, etal.(2014), conceptually consists of employees' perceptions of the information flow and the climate in which the communication occurs. Jones and James; Pruyn and Riel (as cited in Lee, 2014) argued that communication climate is a psychological term offering to how individuals interpret their working environment in terms of communicative components, such as receptivity and trustworthiness of information being disseminated in the organization. Therefore, as this study adopts, communication climate can be simply defined as an environment of information flow in which employees perceive communication and an atmosphere in which communication take place.

2.2. Empirical Review

Femi (2014), in his research on the Impact of communication on workers' performance in selected organizations in Lagos State, Nigeria, examined the significant relationship between communication and workers' performance, productivity & commitment. The findings revealed that a relationship exists between effective communication and workers' performance, productivity and commitment. The researcher used a descriptive research design and collected data through questionnaire with sample population of 120 respondents.

Bery et al. (2014) also conducted a research on the Effects of Employee Communication on Organization Performance in Kenya's Horticultural Sector with the aim of exploring the effect of employee communication on organization performance in Kenya's horticultural sector. The findings show that employee communication is a major determinant of organizational performance in the horticultural sector in Kenya. The study was carried out in flower farms in Kenya. It targeted the employees in all flower farms in Kenya and the study deployed cross sectional survey research design and stratified sampling technique and a total of 2460 respondents were considered. Data was collected through questionnaires and analyzed using both quantitative and qualitative data analysis techniques. Quantitative data was analyzed using descriptive statistics while qualitative data was analyzed thematically. They conducted the research using three independent variables, i.e. employee communication, employee involvement and the human resources procedures.

Shonubi & Akintaro (2016) also studied the impact of Effective Communication on organizational Performance based on a series of empirical studies of communication and organizational performance. The findings validated the synerginous relationship between communication approaches and efficient organizational performance. Although, the study was not empirical itself, but based on previous

empirical studies, they had tried to consider the important aspects of organizational communication and Jeduah (2014) studied the Effects of Organizational Communication on Employee Performance on Agricultural Development Bank, Tamale considering the communication flows (formal & informal as well as top-down & upward) in the organizations. The study considered the three branches in the Tamale Metropolis: Tamale Main, Aboabo and Kaladan. Using a combination of both simple random sampling and stratified sampling, 36 employees were selected from the banks. Questionnaires and interviews were used to collect data from employees of the bank, and data was analyzed using both quantitative and qualitative methods. The research findings indicate that there is a correlation between effective communication and performance of employees. The results further showed that formal, top-down pattern of communication is predominantly used in the bank.

Additionally, Bhatia and Balani (2015) studied Effective Internal Communication:A Crucial Factor affecting Employee Performance. They investigated the relationship between internal communication and employee performance in public sector organizations in Bangalore city, Karnataka, India, by considering the formal and informal communication as well as up ward and downward communication. Data for the study was collected using questionnaire as a research instrument with sample population of 40 respondents. The result of the study reveals that a significant relationship exists between internal communication and employee performance.

Nwataetal (2016) investigated empirically the association between Internal Organizational Communication and Employees' Performance in Selected Banks in Port Harcourt. The research examined the effect of internal organizational communication through communication dimensions (downward communication and upward communication) on employee performance. The study used descriptive and inferential statistical methods. Data was generated from a sample of 315 respondents. The results showed a significant effect of the dimensions of internal organizational communication (downward communication and upward communication) on the measures of employee performance (employee efficiency and employees effectiveness).

Ali (2016) also investigated The Influence of Internal Communication Channels on Employees Performance in Non-Profit Organizations in Somalia. The study focused on the effect of downward, upward and peer-to-peer communication on employee performance. The design of study was a descriptive survey research design. The study considered a population size of 300 employees at Help Leads to Hope organization in Somalia. The sample size of the study was 136 employees, who were

selected using a stratified random sampling technique. Data was analyzed using descriptive and correlation statistics. The study concluded that downward and peer-to-peer communication had significant and positive association with employee performance. The study further concluded that upward communication was poor and it had no significant association with employee performance.

Kamasak and Bulutlar (2008) also examined the Impact of Communication Climate and Job Satisfaction in Employees' External Prestige Perceptions. While conducting this study, data was collected from a sample of 375 employees and analyzed using the three stages multiple regression method to test the mediating effect of job satisfaction, and hierarchical regression analysis to test the moderating effect of communication climate. The results indicated that job satisfaction mediated the relationship between communication climate and PEP, but communication climate did not have a moderating effect on PEP.

2.3. Conceptual Framework

This study involves communication flow, communication structure, communication medium and communication climate as independent variables to measure organizational communication. Additionally, as dependent variable, the study involved employee performance. After careful examination of theoretical and empirical literature review, the following conceptual framework is formulated to illustrate the relationship between the two variables. Hence, the conceptual framework demonstrating the connection between the organizational communication and employee performance is shown in the figure below.

Figure 2.3. The relationship between Dependent and Independent variables

Source: Zemichael Fesahatsion (2020)
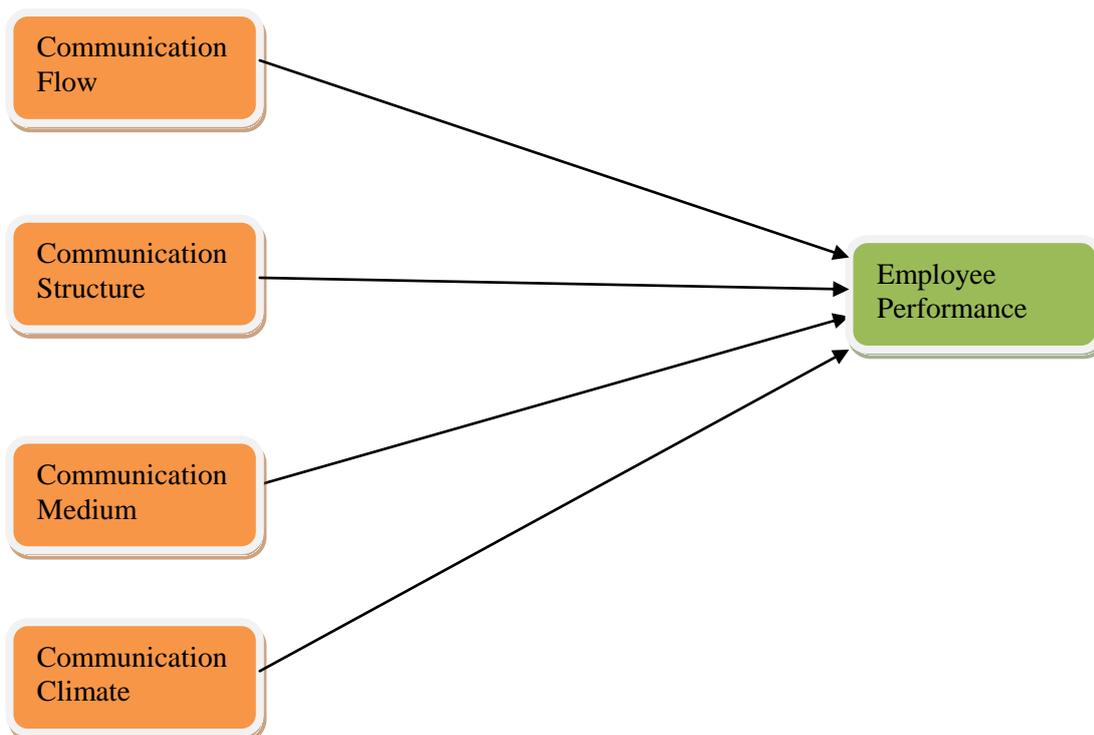
CHAPTER-THREE

RESEARCH METHODOLOGY

3.1. Research Design

A research design, according to Orodho (2000), is a strategy, blueprint, or scheme utilized to come up with solutions to the research challenges. For the purpose of this study explanatory research design is applied to analyze the effect of organizational communication (independent variable) on employee performance (dependent variable). It also described and critically examined the communication flow, structure, medium and climate. Because, explanatory research design is used to explain the relationship between the dependent and independent variables Cruse (2003).

3.2. Research Approach

Quantitative research approach presupposes the existence of a universal objective reality across situations and sticks to objective reality (Newman & Benz, 1998). The researcher employed quantitative research strategy (quantitative method for structured questionnaires) to demonstrate the relationships between factors of the study. This researcher's assertion is supported by (Alen, 2008) that quantitative research approach is preferable when the research aimed to examine the effects of one variable on the other. It is also helpful to anticipate which independent variable has positive or negative effect on employee performance.

3.3. Population

It is customary to define a study population and then make observations on a sample taken from it. Study populations may be defined by sex, geographical location, age with additional attributes and variables such as occupation, monthly income, and educational background and soon. Based on information obtained by the student researcher during an interview with this company manager, there are 140 employees. Since the number of employees is not difficult to collect data, it was possible to contact them all individually. So, Census survey was used.

3.4. Data Sources

The study employed both primary and secondary data. Employees were the primary sources of data. Company website, organizational and HR strategy documents were secondary data sources.

3.5. Data Collection Tools/ Methods

The primary data was collected using questionnaire and it is the main method for data collection. It contains closed ended questionnaire with 5 likert-scale (from strongly disagree to strongly agree) and was distributed to the respondents. The questionnaire was designed and structured in to two sections; the first section was about the demographic data of the respondents, and in the second section respondents are required to provide an answer as to their perception on organizational communication parameters and employee performance in the organization communication flow, communication structure, communication medium and communication climate. The questionnaire is selected because it is less time consuming, less expensive and simple to administer.

3.6. Data Analysis Method

Quantitative data analysis techniques were employed to analyze the finding. Once data is gathered through the questionnaires, it is processed through coding, editing, and tabulation to make them ready and to facilitate for statistical analysis. Then, Statistical Package for Social Sciences issued to conduct further analysis of the data. Descriptive statistics such as, mean and standard deviation are used to assess the response of employees regarding to organizational communication parameters and employee performance. Inferential data analysis methods such as Pearson correlation coefficient and multiple regressions were deployed to address the association between the dependent and independent variables as well as to dig out effect of organizational communication parameters on employee's performance respectively. Finally, the outcomes of the statistical tests are presented using different forms such as graphs, charts and in narrations formats.

3.7. Model Specification

The equation of regressions on this study is generally built based on two sets of variables, namely dependent variable (Employee's performance) and independent variables organizational communication parameters (Communication flow, Communication structure, Communication medium and Communication climate). The basic objective of using regression equation on this study was to make the study more effective at describing, understanding and predicting the stated variables.

$Yi = \beta o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mathcal{E}$

Where: Y is the outcome or dependent variable Employee's Performance

X1 = Communication Flow

X2 = Communication Structure

X3 = Communication Medium

X4 = Communication Climate

βo, $β_1$, $β_2$, $β_3$, $β_4$are the coefficients associated with each independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

3.10. Ethical Consideration

The main role of human participants in research is to serve as sources of data. Researchers have a duty to 'protect the life, health, dignity, integrity, right to self-determination, privacy and confidentiality of personal information of research subjects (Helsinki, 2013).Somekh&Lewin, (2005) also provides an analytical framework for evaluating research using three ethical principles: Respect for persons – the requirement to acknowledge autonomy and protect those with diminished autonomy.

- Beneficence – first do no harm, maximize possible benefits and minimize possible harms
- Justice – on individual and societal level.

In considering the above principles ethical clearance are obtained from the School of Business, St. Mary's University, and also official letter is written from the Students Support Service office to the HumanResource Office of the University. The purpose of the study was explained to the study subjects. The study subjects are told that the information they provided keep confidential and that their identities is not be revealed in association with the information they provided. Informed consent was secured from each participant. The respondents' privacy and their responses were not individually analyzed and included in the report.

CHAPTER-FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Demographic profile of the respondents

Table 2: Demographic Characteristics

Variable	Label	Frequency	Percentage
Gender	Male	78	60.5
	Female	51	39.5
	Total	129	100
Age	25-35 years	63	40.8
	36-45 years	39	30.2
	46-55 years	20	15.5
	56-65 years and above	7	5.4
	Total	129	100
Level of Education	Diploma	51	39.5
	Degree	57	44.2
	Masters	21	16.3
	Total	129	100
Work Experience	1-5 years	81	62.8
	6-10 years	38	29.5
	11-15 years	10	7.8
	Total	129	100

Source: Survey result (2024)

As shown in table 2 men made up the majority of the respondents. Out of 129 respondents, 60.5% and 39.5% are male and female respectively. This implies that the male workers outnumbered female workers, which may show that women are less hired than females due to the fact that the organization is manufacturing company which needs labor work. According to the respondents' age distribution, 40.8% of respondents were between the ages of 25 and 35, followed by 30.2% of respondents who were between the ages of 36 and 45. Values for the age ranges of 46 up to 55 and 56 up to 65 are 15.5% and 5.4%, respectively. This suggests that the organization's majority of employees are young.The level of educationof respondents indicated that out of 129 participants; 44.2% a bachelor's degree, 39.5%have a diploma and 16.3% have a master's degree. This shows that the majority of respondents hold a

bachelor's degree. In light of this, it is reasonable to draw the conclusion that Star soap and detergent industry is comprised of educated people.When the respondent's work experience is looked, 62.8% had employment lasting from one to five years, whilst 29.5% had employment lasting between six and ten years. Contrarily, the remaining respondents had an average age of over 11 years in the workforce. All in all, it is possible to say that Star soap and detergent workers are young males with good academic achievement and experience of between one and five years.

4.2. Descriptive Analysis

According to Scott 1999 explained for Likert scale data from 1 (Strongly disagree) to 5 (Strongly agree) if thesample is approximately normally distributed the interpretation should be intended for mean up to 2.8 is "Disagree", mean between 2.9 and 3.2 is "Neutral", and mean above 3.21 is "Agree". Therefore, the decision of each variable statistics is done based on these criteria. In the process of analyzing of the data, standard deviation was used. Small standard deviations (relative to the value of the mean itself) indicate that data are close to the mean whereas a large standard deviation (relative to the mean) indicates that the data points are distant from the mean. The mean is a poor fit of the data. Standard deviation is a measure of how well the mean represents the data. All of the variables were measured using a five-point Likert scale where 1 stand for strongly disagree and 5 stands of for strongly agree. Therefore, the interpretation made using the mean of each variable, as a matter of fact the mean falls between the two ranges, hence if the mean approaches to 1 the interpretation would be the respondents disagree on the raised issue or variable and if it approaches to 5 the reverse would be true.

Table 3: Descriptive analysis for the variables

Descriptive Statistics		
Variables	Average Mean	Average std. Deviation
Communication Flow	3.75	0.881
Communication Structure	3.62	0.887
Communication Medium	3.45	0.964
Communication Climate	3.79	0.866
Employee Performance	3.697	0.849

Source: Survey Result (2024)

4.3. Inferential Analysis

4.3.1. Correlation Analysis

To determine the existence and level of association, the study used bivariate correlation from which Pearson's correlation coefficient is considered. Pearson's correlation coefficient falls between -1.0 and

+1.0, indicates the strength and direction of association between the two variables (Field, 2005). The Pearson's correlation coefficient (r) was used to conduct the correlation analysis to find the level and direction of the relationships between the dependent and independent variables. It was also used to rank the variables that have the strongest associations with employee performance. Correlations of 0.30 are regarded to mention worthy (Cohen, 1988). High correlation coefficients illustrate higher level of association between the variables i.e., dependent and independent. According to Cohen (1988), the value of Pearson's correlation is divided into three areas. A correlation coefficient between 0.10 and 0.29 will indicate a weak correlation, a correlation coefficient between 0.30 and 0.49 will indicate a medium correlation, and a correlation coefficient between 0.50 and 1.0 will indicate a strong correlation.

The bivariate correlation of a two-tailed test confirms the presence of statistically significant difference at probability level $p<0.05$ i.e., assuming 95% confidence interval on statistical analysis. The Pearson correlation analysis shown in the table 4 below all independent variables (communication flow, communication structure, communication medium and communication climate)were statistically and positively correlated with employee performance.

Furthermore, as shown in table 4, the association between employee performance and communication flow is 0.639 which is a strong positive relation, and it implies the appropriateness of the communication flow leads to improved employee performance. Similarly, there is a Pearson correlation value of 0.844 between communication structure and employee performance. The correlation value revealed that there is highly strong positive association between the dependent variable and communication structure of the organization.

Communication medium and employee performance have weak positive association with a correlation of 0.249, meaning that appropriateness of communication medium slightly or weakly correlates with employee performance. Finally, the communication climate has a moderate positive association with employee performance with a Pearson correlation value of 0.629.

Correlations		Employee Performance	Communication Flow	Communication Structure	Communication Medium	Communication Climate
Employee performance	Pearson Correlation	1	.639**	.844**	.249**	.629**
	Sig. (2-tailed)		.000	.000	.004	.000
	N	129	129	129	129	129
Communication Flow	Pearson Correlation	.639**	1	.670**	.072	.332**
	Sig. (2-tailed)	.000		.000	.418	.000
	N	129	129	129	129	129
Communication Structure	Pearson Correlation	.844**	.670**	1	.173	.477**
	Sig. (2-tailed)	.000	.000		.050	.000
	N	129	129	129	129	129
Communication Medium	Pearson Correlation	.249**	.072	.173	1	.313**
	Sig. (2-tailed)	.004	.418	.050		.000
	N	129	129	129	129	129
Communication Climate	Pearson Correlation	.629**	.332**	.477**	.313**	1
	Correlation					

27

	Sig. (2-tailed)	.000	.000	.000	.000	
	N	129	129	129	129	129
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 4: Correlations between dependent and independent variables

Source: survey result (2024)

4.3.2. Regression Analysis

Assumptions

## I. Test of Multicollinearity

Table 5**:** Test of Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Communication Flow	.308	3.247
	Communication Structure	.295	3.385
	Communication Medium	.900	1.111
	Communication Climate	.714	1.401
a. Dependent Variable: Employee performance			

Source: survey result (2024)

When the dependent and each independent variable have a nonlinear connection, multicollinearity is an issue. The VIF test was used among other tests for this study's purposes to determine whether the data had multicollinearity issues. As a consequence, the test results show that the maximum VIF is 3.385, indicating that there was no multicollinearity issue among the explanatory variables, as this issue only occurs when a variable's VIF result is higher than 10.

II. Test of Heteroscedasticity

Figure 4. 1: Test of Heteroscedasticity
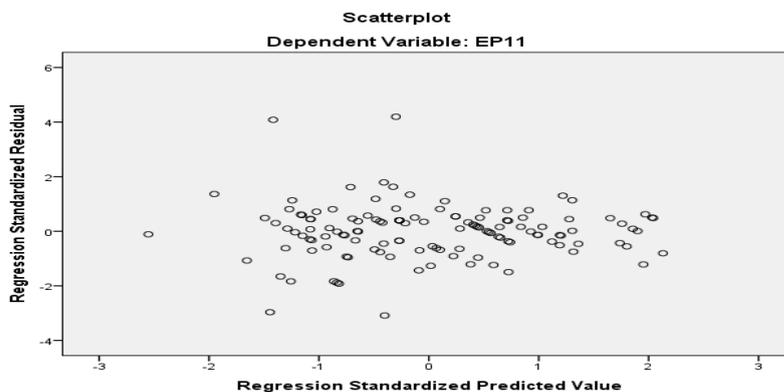
Source: survey result (2024)

The issue of heteroscedasticity, which states that the variance between each disturbance or error term should be constant, is the second crucial assumption of ordinary least squares. Although there are various ways to test for heteroscedasticity, the scatter plot was employed in this study. In order to get the result shown above, the researcher plots the standardized residuals, or errors, on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis. Because there is no pattern in the residual distribution, there cannot be a heteroscedasticity issue.

III. Test of Normality

Figure 4.2: Normality Test, Histogram
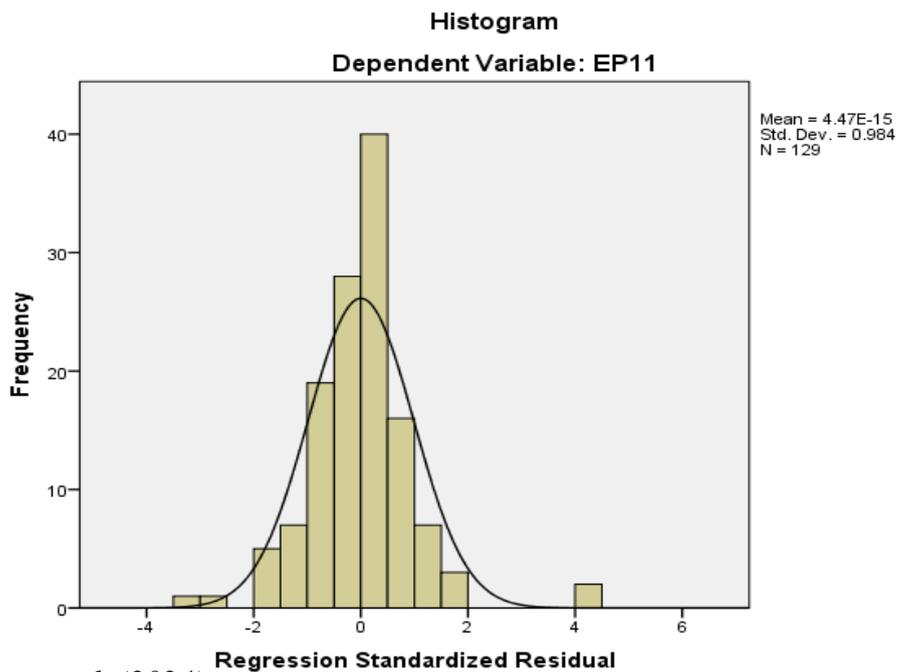
Source: survey result (2024)

Undoubtedly one of the most crucial statistical techniques is the normal distribution. A normal distribution with a mean of 0 and a standard deviation of 1 is referred to as a standard normal distribution (Garson, 2012). The sample's variables must have a naturally distributed distribution in order to use multiple regression analysis. Assume the residuals were normally distributed around the zero mean of the histogram and that it had a bell-shaped form. Figure 4.2.Illustrates how the residuals were normally distributed and adhered to the normal distribution assumption, demonstrating that the findings were normally distributed. Because the findings supported the data's assumed normalcy, it is likely that the inferences made about demographic parameters from survey statistics are accurate. Additionally, the normal likelihood plots were utilized to confirm the assertion of normality.

IV. Test of Linearity

A visual tool that can be used to determine if a data set is normally distributed is the normal probability plot (Chambers et al., 1983). We may use it to assess the probability plot and gauge how well the data points correspond to the fitted distribution line. If the proposed theoretical distribution fits well, the points fall nearly along the straight line. The dots create an almost straight line as the data is presented in comparison to a hypothetical normal distribution. A departure from normality is shown by deviations from this straight line.

Figure 4.3: Test of linearity
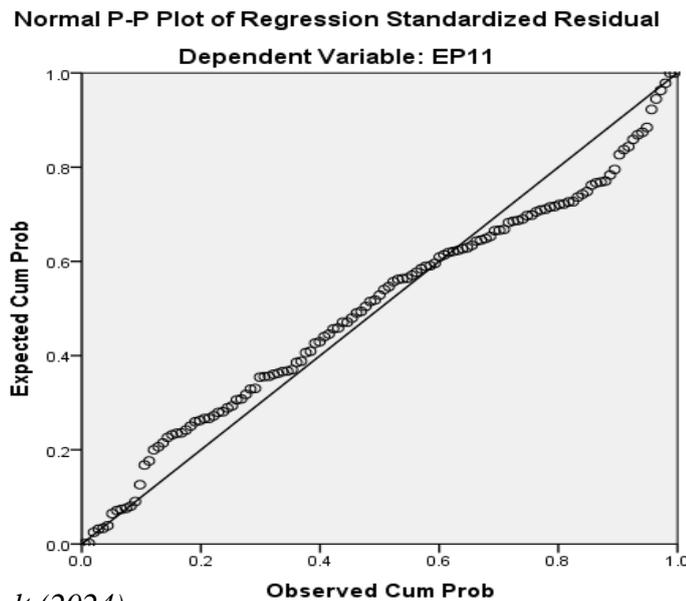
Source: survey result (2024)

The above graph clearly indicates that the normal probability plot has a linear structure. There are minor differences between the line fit and the probability plot points. For this data, the normal distribution looks to be a viable model. The probability plot displays a significantly linear trend. As a result, the residuals' normal probability plot indicates that the error terms are indeed normally distributed.

V. Validity Test

Face validity used as defined by (Babbie, 2010) is an indicator that makes it seem a reasonable measure of some variables. Thus, the researcher ensured, in this study, when developing the instruments that uncertainties was eliminated by using appropriate words and concepts and made some customization on the questionnaire in order to enhance clarity and general suitability. Furthermore, the researcher submitted the instruments to advisor to ensure validity of the measuring instruments and determine whether the instruments could be considered valid.

VI. Reliability Analysis

Cronbach's alpha is a measure of internal consistency, i.e., how closely related a set of items are as a group (Cronbach, 1951). It is considered to be a measure of scale reliability. The reliability of internal consistency most of the time is measured based on the Cronbach's alpha value.The acceptable value of Cronbach's alpha for social science research studies depends on the type of research and the number of items in the scale. Generally, a Cronbach's alpha value of 0.70 or higher is considered acceptable for research studies in social sciences.

Table 6: Reliability Test

Variable	No. of Items	Cronbach's Alpha
Communication Flow	6	0.706
Communication Structure	8	0.778
Communication Medium	8	0.922
Communication Climate	6	0.601
Employee Performance	9	0.902

Source: Own Survey (2024)

Regression Result

Model Summary

The overall results of the subject study are as shown in the table below

Table6**:** Model Summary

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888[a]	.789	.783	.297
a. Predictors: (Constant), Communication climate, Communication structure, communication flow, Communication medium				
b. Dependent Variable: Employee performance				

Source: Survey data (2024)

The model summary results showed that at Star soap and detergent plc. There is a significant link (R =.888) between the independent factors (communication flow, structure, medium and climate) and the dependent variable (employee performance). The goodness of fit of the explanatory factors in describing the fluctuations in the dependent variable was measured by R-square. All of the independent

variables used in the study's analysis have explanatory power, as indicated by the adjusted R-Square (R^2 = 0.783). Thus, 78.3% of the variation in employee performance is simultaneously determined (explained) by communication flow, structure, medium and climate. The factors that the study did not take into account accounted for 21.7% of employee performance.

Analysis of Variance (ANOVA)

ANOVA statistics were also used in the study to determine the regression model's goodness of fit. ANOVA is a statistical method for data analysis that is used to identify whether or not there are any significant differences between two or more groups or samples at a specific level of probability, according to Mugenda (2003). If the F-values of the regression coefficient associated with an independent variable are higher than the threshold F-values, that independent variable is said to be a significant predictor of the dependent variable. The table below presents the study's findings.

Table 7**:** Analysis of Variance (ANOVA)

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.042	4	10.261	116.213	.000[b]
	Residual	10.948	124	.088		
	Total	51.990	128			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Communication climate, Communication structure, communication flow, Communication medium						

Source: survey result (2024)

Coefficient of Determination

Regression co-efficient indicates the magnitude and direction of the relationship between dependent and independent variables.

Table 8: Regression coefficient analysis of the regression model

<table>
<tr><th colspan="7">Coefficients[a]</th></tr>
<tr><td colspan="2" rowspan="2">Model</td><td colspan="2">Unstandardized Coefficients</td><td>Standardized Coefficients</td><td rowspan="2">t</td><td rowspan="2">Sig.</td></tr>
<tr><td>B</td><td>Std. Error</td><td>Beta</td></tr>
<tr><td>1</td><td>(Constant)</td><td>-.745</td><td>.227</td><td></td><td>-3.276</td><td>.001</td></tr>
<tr><td></td><td>Communication flow</td><td>.134</td><td>.058</td><td>.129</td><td>2.321</td><td>.022</td></tr>
<tr><td></td><td>Communication structure</td><td>.707</td><td>.068</td><td>.618</td><td>10.344</td><td>.000</td></tr>
<tr><td></td><td>Communication medium</td><td>.040</td><td>.038</td><td>.047</td><td>1.074</td><td>.285</td></tr>
<tr><td></td><td>Communication climate</td><td>.332</td><td>.058</td><td>.277</td><td>5.685</td><td>.000</td></tr>
<tr><td colspan="7">a. Dependent Variable: Employee Performance</td></tr>
</table>

Source: Survey result (2024)

$Y = 0.134X_1 + 0.707X_2 + 0.04X_3 + 0.332X_4$

Where, Y = Employee Performance

X_1= Communication Flow

X_2= Communication Structure

X_3=Communication Medium

X_4= Communication Climate

Employee performance was the dependent variable in a regression analysis with organizational communication parameters serving as the explanatory factors. The results are shown in table 4.8. Communication flow, communication structure and communication climate had a statistically significant effect on employees' performance whereas communication medium is insignificant at star soap detergent plc.

Hypothesis Testing

The ultimate objective of the research is to examine the effect of organizational communication on employee performance in Star soap and detergent industries plc. The regression result shows that there is a strong positive effect between organizational communication and employee performance. The study's hypothesis testing was made based on coefficients ($\mathcal{B}$) and probability values (P). The values of the unstandardized beta coefficients indicate the effects of each independent variable on the dependent variable. Furthermore, the values of the unstandardized beta coefficients in the Beta column of table 8 above indicate which independent variable makes the strongest contribution to explaining the dependent variable (employee performance) when the variance explained by all other independent variables in the model is controlled. Hence using those coefficient results, the proposed hypotheses for this study were tested as follows;

H1: There is positive relationship between communication flow and employees' performance.

Multiple regressions were performed using SPSS to test the hypothesis. The results show the overall fitness of the model described in the preceding paragraphs as well as the importance of each independent variable in affecting the dependent variable. The regression analysis revealed that employee performance is positively and statistically significantly impacted by information quality ($\beta=$ 0.134, p = 0.022). Organizational performance will increase by 13.4% on average if the predictor variable (communication flow) goes up by one unit. As a result, the study does not disprove the research hypothesis.

H2: There is positive relationship between communication structure and employees' performance.

Taking into account the star soap and detergents industries plc's communication structure which has a statistically significant impact on employee performance, according to the results of multiple regressions shown in table 8 ($\beta=$ 0.707 and p = 0.000). This suggests that on average, employee performance would increase by 70.7% if our predictor variable (communication structure) grew by one unit. As a result, the research hypothesis was not rejected.

H3: The communication medium has positive effect on employees' performance

According to the findings of multiple regressions presented in table 8, taking the organization's communication medium into account, it is not statistically significant since the p-value is > 0.05. So, the study disproved the hypothesis. This might be because of sample size, type of data, and method of data analysis.

H4: There is a positive effect of communication climate on employees' performance

The findings of multiple regressions, which are presented in table above, revealed that communication environment had a statistically significant effect on employee performance ($\beta=$ 0.332 & p= 0.000). This means that if our predictor variable (communication climate) increases by one unit, employee

35

performance will be improved by 33.2 % on average. As a result, the researcher is unable to reject the research hypothesis.

CHAPTER-FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary of Major Findings

- ✓ From the descriptive analysis, communication flow has mean of 3.75 and S.D 0.881, communication structure has mean of 3.62 and S.D 0.89, communication medium has mean of 3.45 and S.D 0.964 and communication climate has mean of 3.79 and S.D 0.866.

- ✓ From the correlation analysis result, the strongest positive relation (0.844) exists between communication Structure and the weakest positive relation (0.249) exists between communication medium and employee performance.

- ✓ And from the regression result, independent variables and dependent variable have no multicollinearity issue, and the test of Homoscedasticity, test of normality and linearity are assured. The independent variable's explanatory power of dependent variable is 78.3% (adjusted R^2). Finally, the three independent variables communication flow, communication structure and communication climate are statistically significant and communication medium is insignificant with $p > 0.05$.

5.2. Conclusion

The study aimed to examine the effect of organizational communication on the general performance of employees at Star Soap and Detergent Industries plc. The descriptive analysis result revealed that communication flow within the organization is effective. Employees feel well-informed about important matters, and communication is regarded as timely and relevant.

The organization's communication structure is positively viewed. Employees find it clear and effective for communicating with supervisors and coworkers. Management's instructions are understood, and directions are clear. Two-way communication is strongly supported and appreciated. Feedback is generally applied to enhance performance, and information is delivered uniformly across units.

The organization's communication mediums are commonly deemed appropriate and effective. Employees find the communication platforms adequate and user-friendly. Both formal written communication and E-media are commonly used and considered suitable. The communication mediums support timely and accurate information delivery.

There is a positive communication climate within the organization, with an overall favorable

perception. The organization strongly encourages two-way communication, and employees feel free to express their opinions to upper-level managers. There is a good level of trust in the information exchanged among coworkers, and the working environment is considered friendly. The organization also provides the necessary resources for effective communication, and employees generally communicate with honesty.

Moreover the regression analysis result shows that communication flow, communication structure and communication climate are statistically significant factors for employees performance in the organization while communication medium is not a significant factor for employees performance.

5.3. Recommendations

Based on the assessment of communication across various dimensions within the organization, several recommendations can be made to enhance overall effectiveness:

- ✓ Implement measures to enhance transparency in communication processes and ensure accuracy in formal communications. This can include regular audits of communication channels and clarity in messaging.
- ✓ Encourage and formalize channels for informal communication to foster idea generation. This could involve setting up forums or platforms where employees can freely exchange innovative ideas.
- ✓ Standardize communication protocols to improve consistency and clarity across all levels. Provide clear guidelines for communication channels and ensure they are uniformly followed.
- ✓ Invest in upgrading communication platforms to further improve user-friendliness and appropriateness. Consider integrating new technologies or tools that facilitate easier and more effective communication.
- ✓ Maintain and strengthen a positive communication climate by continuing to encourage two-way communication, ensuring employees feel empowered to express opinions to upper management. Foster a culture of trust and honesty in communication.

REFERENCE

Ali,S.A. (2016).*The Influence of Internal Communication Channels on Employees Performance in Non-Profit Organizations in Somalia*. M.Sc. Thesis. United States International University Africa. Retrieved from http://erepo.usiu.ac.ke/bitstream/handle/ 11732/3058/SUMEYA%20ABDI%20ALI%20EMOD%202016.pdf? sequence=1&isAllowed=y

Allen, M. (Ed.).(2008). The SAGE encyclopedia of communication research methods.SAGE publications.

Al-Tokhais, A. (2016). **The relationship between communication effectiveness and multicultural employees' job outcomes** Doctoral dissertation, Kent Sta

Babbie E (2010). *The Practice of Social Research*. 12th ed. Belmont, CA: Wadsworth;

Bell, R. L., & Martin, J. S. (2019).*Managerial communication for organizational development*.Business Expert Press.

Bery,B.,Otieno,A.,Waiganjo, E.W.& Njeru,A. (2014). *Effect of employee communication on organization performance in Kenya's horticultural sector. International Journal of Business Administration. 6*(2), 138-145.

Bhatia, K. &Balani,M. (2015).*Effective internal communication: A Crucial factor affecting employee performance. Proceedings of International Conference on Management, Economics and Social Science, Dubai*. November.

Buchholz, W. (2001.) *Open communication climate*. Retrieved fromhttps://www.pdx.edu/sites/www.pdx.edu.cae/files/Workplace.pdf

ChanChunMing, Francis,(2010).*Formal and informal communication: An Organizational investigation* (Doctor's Thesis): University of South Australia,Adelaide,Australia.

Chaturvedi, P. D. (2011). *Business communication: Concepts, cases, and applications*. Pearson Education India.

Cronbach LJ. Coefficient alpha and the internal structure of tests.Psychometrika. 1951;**16**:297 334

Crown (2013).*Effectivecommunications:Raisingtheprofileofyourarchiveservice*.

Doyle, A. (2017). Communication Skills for workplace success. *The Balance Careers.*

Eadie, W.F.(2009).*21^{st}centurycommunication:AReferencehandbook*(Vol1&2).

Femi, A. F. (2014).*The Impact of communication on workers' performance in selected organisations in Lagos State, Nigeria.IOSR Journal of Humanities and Social Science (IOSR-JHSS).19*(8), 75-82

Field,A.(2006).*Researchmethods:Reliabilityanalysis*.Retrievedfromhttp://www.discoveringsta tistics.com/docs/reliability.pdf

Greenberg. J., Baron R. A. (2008): Behaviour in Organisations. 9th ed. Upper Saddle River, NJ: Pearson Education.

Greenwald,H.P.(2008).*Organizations: Management without control* (1[st]ed.).USA:Sage Publication,Inc.

Higson,C.&Waltho,D. (2010).*Valuing information as an asset*.UK:SASInstitute Inc

Kamasak, R.&Bulutlar, F.(2008).*The Impact of communication climate and job satisfaction in employees' external prestige perceptions.YonetimveEkonomi.15*(2),133-144.

Kovacic,H.&Luzar,B.(2011).*Communicationstructureandtheperformanceoforganizationaltea ms.TEORIJAIN PRAKSA.48*,1505-1517.

Littlejohn, S. W., & Foss, K. A. (2009).Encyclopedia of communication theory (Vol. 1).Sage.https://doi.org/10.4135/9781412959384

Madden,A.D.(2000).*A Definition of Information. Aslib Proceedings.52*(9),343-349.

Mckinney, E.H., Barker, J.R., Smith, D.R., & Davis, K.J. (2004). The role of communication values in swift starting action Teams: IT insights from flight crew experience, *Journal of Information &Management. 41*(8), 1043-1056. Retrieved from,http://www.sciencedirect.com/science/article/pii/S0378720603001

Men,L.R.&Hung-Baesecke,C.F.(2015). *Engaging employees in china: The Impact of communication channels, organizational transparency ,and authenticity .Corporate Communications: An International Journal. 20*(4), 448-467.

Mhlanga,O.(2018). Factors influencing employee motivation in hotels,*7*(3),3-10 84

Miller. (2015). *organizational communciation: Appraoches and processes. 7the edition* .Stamford: Cengage .

Mutuku,C.K.(2014*).Effectsoforganizationalcommunicationonemployeemotivation:acasestudy ofNokiaSiemensNetworks,Kenya.InternationalAcademic Journal of Information Sciences and Project Management.1*(3), 28-62.

Nebo,C.S.,Nwankwo,P.N.,&Okonkwo,R.I.(2015).*TheRoleofeffectivecommunicationonorganiz ationalperformance:AStudyofNnamdiAzikiweUniversity, Awka.Review of Public Administration and Management.4*(8), 131-148.

Nicoleta, A., &Dumitru, R. (n.d.). Internal Communication – a Prerequisite for Organizational Effectivness. Assistant Lecturer IvonaSTOICA , PhD, 45-50, Nigerian Limited 2015; 18-24.

Nwata, U. P., Umoh, G. I., & Amah, E. (2016).*Internal organizational communicationand employees' performance in selected banks in Port Harcourt.InternationalJournalof NovelResearch inHumanity andSocial Sciences.3*(3).86-95.

Boateng,W.&Jeduah,B.A.(2014).*Effectsoforganizationalcommunicationonemployeeperforma*

nce:*ACaseoftheagriculturaldevelopmentbank,Tamale.PublicPolicyand Administration Research. 4*(6),67-80.

Peter L. Effective Business Communication, McGraw Hill Inc. New York. Publishing

Polit DF, Beck CT. Generating and Assessing Evidence for Nursing Practice. 8th ed. Williams and Wilkins: Lippincott;

Pradhan,R.K.,&Jena,L.K.(2017).*EmployeePerformanceatWorkplace:ConceptualModelandEm piricalValidation. BusinessPerspectivesandResearch,5(1),1-17*

Puntnam, L. L. &Mumby, D. K. (2014).*Organizational communication: Advances intheory,researchandmethods*(3rdEd.).UnitedStatesofAmerica:SAGEPublicationInc.

Rajhans,K.(2012).*Effectiveorganizationalcommunication:AKeytoemployeemotivation   and performance. Inter-science Management Review (IMR).2*(2),81-85.

Researchcage(2013).*The Impac to feffective communication on organizational productivities: A Casestudy of Fototech Industrie sLtd, IkejaLagosState* .Retrieved From Http://Research cage.Com/2013/11/09/Communication/

Richmond,McCroskey&McCroskey(2005).   *Organizational   Communication   for   Survival: Making   Work,   Work.*   Retrieved   from http://my.ilstu.edu/~llipper/com329/mccroskey_chapter.pdf

Robbins, S. P., Judge T. A., and T. T. Campbell. 2010. Organizational Behaviour. Essex, England: Pearson Education Limited.

Schermerhorn, R., Osborn, N., Uhl-Bien, M., and Hunt, G. (2011).Organizational Behavior.

Shonubi A.O, Akintaro A.A, (2016). The Impact Of Effective Communication On Organizational Performance. The International Journal of Social Sciences and Humanities Invention, Volume 3 issue 3

Somekh, Bridget, & Cathy Lewin (Ed.).(2005). *Research Methods in the Social Sciences*. SAGE Publication Ltd, London

Sostek, A. (2006): Studies Shows a Bit of Office Talk Can Boost Productivity. Pittsburgh Post-Gazette.

Spaho, K. (2011). *Organizational communication as an important factor of companysuccess:casestudyofBosniaandHerzegovina.BusinessIntelligenceJournal.4*(2), 390-393.

Spaho, K. (2012). *Organizational communication process.EkonomskiVjesnik, 1*(2),309-317.

Stacks, D. W., &Salwen, M. B. (Eds.). (2014). An integrated approach to communication theory and research. Routledge.https://doi.org/10.4324/9780203887011

Stephen (2011)*Research methodology in Business and social sciences*, Owerri Canon

Stephen, P., & Robbins, T. A. (2011).*Organizational Behavior.*Delhi:Pearson Education.

Stewart, L. Tubbs., &Sylvia Moss.(2000). *Human Communication.*Pennsylvania State University: McGraw-Hill.

The National Archives. Retrieved from: http://www.nationalarchives.gov.uk/do c ments/archives/effective-communications.pdf

Trahant B, (2008), Six Communication Secrets of Top-Performing Organizations, The Public Manager, fall 2008, p68-75USA:SAGEPublicationLtd.

Yates,J.&Orlikowski,W.J.(1992).*Genresoforganizationalcommunication:AStructurationalapp roachtostudyingcommunicationandmedia.TheAcademyofManagement Review.17*(2), 299-326.

APPENDIX I: QUESTIONNAIRE

St. Mary's University

School of Graduate Studies

MBA Program

Questionnaire to be filled out by employees of Star soap and detergent

Dear respondent,

I am a Master of Business Administration (MBA) student at St. Mary's University, School of Graduate Studies, and I am conducting research on "The effect of communication on employee performance at Star soap and detergent industriesplc". The purpose of this questionnaire is to gather information and insights regarding the effect of communication on employee performance at Star soap and detergent industries plc.

I assure you that all responses provided will be treated with strict confidentiality and used solely for academic research purposes. Your participation is voluntary, and you have the right to withdraw from the study at any time without any negative consequences.

Sincerely,

Temima Kemal Kassim (temimakemal4121@gmail.com)

Important aspects of the questionnaire

- Kindly respond to all questions.
- Please provide the appropriate information by placing a [√] in the bracket provided to represent your answer.

Thank you in advance for your cooperation and timely response!

Part one: Demographic Information

1. Gender   male ☐   female☐
2. Age: 25 – 35 Years   36 – 45 years   46 – 55 years   56 – 65 years
3. Level of education: A. Diploma   B. Degree   C. Masters
4. Work experience: A. 1 – 5 years   B. 6 – 10 years

    C. 11 – 15 years   D. Above 15 years

Part Two: Measure of Organizational Communication

Rate the following statements according to how you feel about **Organizational communication** you receive in your current position. Indicate your choice by placing an **[√]** under your answer choice. Use the following ratings and tick or cross where appropriate **1 -** Strongly Disagree **2 -** Disagree **3 -** Neutral **4 -** Agree **5 -** Strongly Agree.

No.	Statements	5	4	3	2	1
Communication Flow የግንኙነት ፍሰት						
1	Information is shared openly and transparently within star soap industry.					
	በድርጅቱ ውስጥ መረጃ በግልፅ ይጋራል::					
2	Employees of star soap exchange information through formal communication.					
	የድርጅቱ ሰራተኞች በመደበኛ ግንኙነት መረጃ ይለዋወጣሉ::					
3	Communication within the organization is timely.					
	ወቅታዊ እና ተዛማኝነት ያለው መግባባት በድርጅቱ ውስጥ ይካሄዳል::					
4	Communicating informally helps me to generate new ideas related to my job.					
	መደበኛ ባልሆነ መንገድ መግባባት አዲስ ሃሳቦችን እንድፈጥር ይረዳኛል::					
5	Employees are informed about important matters and changes within the organization.					
	ሰራተኞች በድርጅቱ ውስጥ ስላሉት አስፈላጊ ጉዳዮች እና ለውጦች ያውቃሉ::					
6	The communication between employees and managers are kept confidential.					
	በሰራተኞች እና በአስተዳዳሪዎች መካከል ያለው ግንኙነት ሚስጥራዊ ነው::					
Communication Structure የግንኙነት መዋቅር						
1	The communication structure of the organization is clear and structured.					
	የድርጅቱ የግንኙነት መዋቅር ግልፅ እና በደንብ የተዋቀረ ነው::					
2	Employees communicate with supervisors and coworkers as necessary.					
	ሰራተኞች እንደ አስፈላጊነቱ ከተቆጣጣሪዎች እና የስራ ባልደረቦች ጋር ይገናኛሉ::					

3	The management's instruction and command are clear and consistent.						
	የአመራሩ መመሪያ እና ትዕዛዝ ግልፅ እና ወጥ ነው::						
4	Directions are clearly directed based on reporting relationship.						
	አቅጣጫዎች በሪፖርት አቀራረብ ግንኙነት ላይ ተመስርተውበግልፅ ይመራሉ::						
5	The organization encourages two-way communication between upper and lower level employees.						
	ድርጅቱ በከፍተኛ እና ዝቅተኛ ደረጃ ሰራተኞች መካከል ባለሁለት መንገድ ግንኙነትን ያበረታታል::						
6	Employees applythefeedbackgiven to improvetheirperformance.						
	ሰራተኞች አፈፃፀማቸውን ለማሻሻል የተሰጡትን አስተያየቶች ተግባራዊ ያደርጋሉ::						
7	Informations are parallaley delivered across all work units.						
	መረጃዎች በ ሁሉም የስራ ክፍሎች ላይ በትይዩ ይደርሳሉ						
8	Supervisors or team leaders transfer all directions promptly to their respective colleagues.						
	ተቆጣጣሪዎች ወይም የቡድን መሪዎች ሁሉንም አቅጣጫዎች ወደየራሳቸው በፍጥነት ያስተላልፋሉ::						

Communication Medium

1	The medium of communication used by the organization are appropriate to the staffs.						
	ድርጅቱ የሚጠቀመው የመገናኛዘዴ ለ ሰራተኞቹ ተስማሚ ነው::						
2	Star soap and detergent plc. Uses adequate communication platforms.						
	ድርጅቱ በቂ የመገናኛ መድረኮችን ይጠቀማሉ::						
3	The communication platform used by the organization is user friendly.						
	ድርጅቱ የሚጠቀመው የመገናኛ መድረክ ለተጠቃሚ ምቹ ነው::						
4	The organization uses formal written communication as a channel.						
	ድርጅቱ መደበኛ የፅሁፍ ግንኙነት መድረክ ይጠቀማል::						
5	The organization uses E-media as a common platform.						
	ድርጅቱ ኤሌክትሪክ ነክ ሚዲያን በብዛት ይጠቀማል::						

6	The use of appropriate communication medium enables the staff to produce the required quantity and quality of products.						
	ተገቢ የግንኙነት አጠቃቀም የሚጠበቀውን ብዛት እና ጥራትለማምረት ያስችላል::						
7	The available communication media used by the organization delivers accurate information to an employee in need of it.						
	ድርጅቱ የሚጠቀምባቸው የመገናኛ ብዙሃን ትክክለኛመረጃዎችን ይሰጣሉ::						
8	The available communication media used by the organization delivers timely information to an employee in need of it.						
	ድርጅቱ የሚጠቀምባቸው የመገናኛ ብዙሃን ወቅታዊመረጃዎችን ይሰጣሉ::						

Communication Climate

1	The organization encourages open communication between employees.						
	ድርጅቱ በሰራተኞች መካከል ግልፅ ግንኙነትን ያበረታታል::						
2	Employees are free to express opinions and offer suggestions about work related issues to upper level managers.						
	ሰራተኞች ከስራጋር በተያያዙጉዳዮችላይ በነፃነት ለበላይአካልአስተያየትይሰጣሉ::						
3	Employees trust the information they get from co-workers.						
	ሰራተኞች ከስራባልደረቦቻቸው የሚያገኙትን መረጃያምናሉ::						
4	The working environment is friendly and creates healthy relationship.						
	የስራው አከባቢ ወዳጃዊ እና ጤናማ ግንኙነትን ይፈጥራል::						
5	The organization provides the necessary resources.						
	ድርጅቱ አስፈላጊውን ቁሳቁስ ያቀርባል::						
6	Employees communicate with honesty.						
	ሰራተኞች ይተማመናሉ::						

Employee Performance የሰራተኞች አፈፃፀም

1	Employees of star soap and detergent are motivated with their job.						
	ሰራተኞች የስራ ተነሳሽነት እና ሞራል አላቸው::						
2	Employees are punctual on their job.						
	ሰራተኞች በስራ ገበታቸው በግዜ ይገኛሉ						

3	Employees try to use their maximum effort to achieve the goal of the organization.					
	ሰራተኞች የድርጅቱን ግብ ለማሳካት ከፍተኛ ጥረት ለመጠቀም ይሞክራሉ::					
4	Employees get training sessions to build their skill and knowledge.					
	ሰራተኞች ክህሎታቸውን እና እውቀታቸውን ለመገንባት የስልጠና ክፍለ ግዜዎችን ያገኛሉ::					
5	Employees know their duties and responsibilities very well.					
	ሰራተኞች ግዴታቸውን እና ሃላፊነታቸውን ጠንቅቀው ያውቃሉ::					
6	Employees try to finish their work within the time range they are ordered to submit.					
	ሰራተኞች በተሰጣቸው ግዜ ገደብ ስራቸውን ለማጠናቀቅ ይሞክራሉ::					
7	Employees of star soap consider the performance standards established for each task during the execution of tasks.					
	ሰራተኞች ለእያንዳንዱ ተግባር የተቀቁመ የአፈፃፀም ደረጃዎችንከግምት ያስገባሉ::					

ANNEX –II

A pilot study was done by interviewing the employees of Star soap and detergent industries and the result was the informal communication between employees is common and that there are exhaustive instructions and commands by top managers with low opportunities for feedback and requests from employees.

THANK YOU!