

**THE ROLE OF ORGANIZATIONAL COMMUNICATION IN IMPROVING
PERFORMANCES IN THE CASE OF (BUTAJIRA GENERAL HOSPITAL)**



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COLLEGE OF BUSINESS AND ECONOMICS
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DECLARATION

This is to certify that this research paper entitled “Role of organizational communication in improving performances incase of butajira hospital” submitted in partial fulfillment of the requirement of the award of Bachelor of art degree in Management to the college of business and economics, Wolkite university, through the department of management, The matter embodies in this research paper has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief

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ABSTRACT

The objectives of this study to assess the overall role of communication in improving organizational performances to gather the necessary data from Butajira general hospital through the use of both verbal and non-verbal means. It should be solving problems in the organization an integrating the knowledge of individual and integrating the effort of individuals. Communication is exchange of information between people by means of speaking, writing, or using common systems of sigh, so communication plays vital role for improving organizational performances The researcher were used primary data collected from the employees of Butajira general hospital through distribution of questionnaire. The researcher were conducted with the types of descriptive research design, because this method helps to describe the state of affairs of the topic under study and the present status of the area of investigation. The study has conclude as the existences of medium relationships between superior –subordinate in the organization and related with significance role of communication. The role of communication in creating good organizational image was very strong

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Communication as the transmission of information and meanings from one party to other through the use of shared symbols. It is well-known fact that communication plays coordinating and integrating role in the management of the affairs of any organization. Gerald(1995), defined communication as the interaction in which source of transmits message to receiver, who upon receiving and decoding the message gives feedback to the original source .communication is one of the primary areas for understanding human behavior, effective communication is fundamental aspect of job performances and managerial effectiveness. Communication is vital management component to any organization. Effective communication is an integral issue in effective managements, in order to be successful organization should have improved effective communication. Effective communication usually requires two ways flow of information rather than simply delivering messages work on creating flow messages and feedback (Drucker 1985).

Communication is the process of exchange information, message, idea and understanding between people for the purpose of achieving common meaning. Communication is a sum of all things a person does. When he wants to create understanding in the mind of others. It involves systematic and continuous process of talking, listening and analysis or understanding.

Communication is essential to human existence. It is how we pass on to others our thought and feelings; tell them what we want them to do. Ask them to help us, share with them our knowledge and experience. Without communication we will each live us alone in the world.

Communication as the transmission of information and meaning from one party to anther through the uses of shared symbols. It is one of the primary areas for understanding human behavior. Communication is “a means of developing about change it’s the main source of any organizations development there is need for interrelation and understanding of management, employee relation will bring about rising of performance all members involved in the common unification process”(NEBO,Chidieber et..al 2015).

Communication is a source of information to organizational member for decision making process as it helps to identify and assessing alternative courses of actions. Effective communication will provide employees the knowledge, structure and positive work environment they need to feel comfortable dealing.

Communication preferences vary across individuals. Some prefer written information; whereas others may prefer talking, interest may also vary. What one employee wants to know about may differ from what matters to another person, and then there is the matter of consistency. Since a manager has different communication styles and approaches, these approaches are downward communication, upward communication, horizontal communication and diagonal communication. Methods of the above approaches are: be reliable, be honest, be timely and be interactive. Being reliable including following through and reporting back on previously discussed items where future action or developments were planned.

Honest communication is key organizational transparency. Be timely another way of to ensure that organizational communications are relevant and meaningful is to strive for timeliness. Be interactive ensuring that an organization constantly shares relevant information in a timely and a transparent manner is fundamental to strong organizational communication (Communication challenges are anything that prevents ours from perceiving and understanding the messages others use to convey their information idea and thought. This challenge may be related to the message internally challenges related to thoughts and feeling or external challenges, managers or employees use complex or ambiguous language, inconsistent body language and disorganized messages. Internal challenges are includes poor listening skills, past experiences with the client, home or work problems and external challenges are include noise and other distraction problem with technology or equipment The role of Communication in employees, rewarding performances, introducing personalized career development programs and minimizing the time spent and administration are tools that address primary causes of staff turnover. Other factor that derive hospital turnover include a low sense of control over job performance, feel ill-respected, lack of clarity surrounding the job role, lack of career opportunities and poor communication with management regarding critical work issue.

1.2. Statement of the Problem

“ Without communication any organization never achieve its objectives, without integration with in the organization therefore information flow is essential in organizational effectiveness it is a fact that poor communication within an organization may lead to conflict which is a determinant to the success of the organizational goals the cause of some of the conflict which arise within and between department or individual is inherent in the statement we are not informed, it assumed that

the extent to which an organization performs effectively will depend on their ability to communicate effectively due to ineffective communication people who need information for decision making or being prohibited if a manager has no greater responsibility than to develop effective communication". Without communication there is no integration activity between administrative staffs and clinical staffs. There is a problem of poor listening that requires full attention and self-discipline. Without this, the encoded messages will be decoded wrongly. (NEBO, Chidiebere, et al 2015).

The manager of the organization are not satisfied enough to solve a problem by communication rather they prefer to punish employees in general the purpose or unique nature of the study is to create for the good health of an organization. If there is highly sharing of ideas and interacting meeting between manager and subordinates many organizational disputes originate due to failure in communication. Hence, it is important to stress that in communication environment psychological and technical characteristics of the medium is relevant to enhance the organization performances in the view of (Okoye 2004).

Effective communication helps employees to coordinate activities, achieve goals. It is also vigorous in socialization, decision making, and problem solving change management process. This again ensures that members of an organization or institution are working towards common goal and purpose. Most organizations have challenges and continue to find the most effective channels for communicating constituents. This is as a result "feed forward communication" where management refuses to listen to the contemplation of lower employees. To motivate for working the research on the title of the role of effective communication improving organizational performances are: to assess and find out the problem of communication flow in the hospital. To evaluate the level of communication between administrative and clinical staffs.

The following research questions must be taken into consideration to achieve the objective of this study;

- . Is there a relationship between effective communication and organizational performance in Butajira general hospital?
- . How effective are the communication techniques that enhance organizational performance in Butajira general hospital?

. To what extent has communication gap affects administration structure and organizational performances?

1.3 objective of the study

1.3.1. General Objective

The general objective of the study assesses the role of effective communication in improving organizational performance of Butajira general hospital

1.3.2. Specific Objective

The specific objectives of the study are listed below;

- . To investigate the relationship between effective communication and organizational performance of Butajira general hospital.
- . To examine the communication techniques that enhances organizational performances.
- . To identify certain communication gap affected administration structure and organizational performances.

1.4. Significance of the Study

The expected result of this study is identifying the role of effective communication improving organizational performance in Butajira general hospital. Therefore, the result of this research will have the following important roles; important for management students to get BA degree in management and also to understand the theoretical background of effective communication, important for administration staff; the basic responsibilities of administration staff are to manage their resource carefully and to manage employee by giving their status of their education, important for future study. Important for future researcher: used for references point for future study. The finding of this research will be used by different researcher as reference that have interested to conduct research on role of effective communication improving organizational performances on area of information system and other related area.

1.5 scope of the study

The scope of study is delimited to the role of effective communication improving organizational performance currently available employees in clinical and administrative staff Butajira general hospital.

1.6. Organization of the Study

This study is organized in to five chapters. Chapter one deals with introduction, background of the study, statement of the study, objective of the study, significance of the study, scope of the study, challenges and proactive measure and organization of the paper. Chapter two deals with literature review with focus on reviewing various literatures. Chapter three deals with research methodology procedures and research design, which includes data collection, Sampling and analysis of the data collected. Chapter four presentation, and analysis on the empirical result of the study. In chapter five the summery, conclusions and recommendations of the study are provided.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1. Concepts and Definition of Communication

Communication is the process of transmitting or sharing meaning (idea, feeling, thought, experience, knowledge, skill). For some purpose through the transmission of symbolic message this means to be successful the meaning must imparted and understood perfect communication. If such a thing existed would be when a transmitted thought or idea is perceived by the receivers exactly as it is envisaged by the sender. Communication in organization is the process of transmitting decisions and other information from one member or one part of an organization to another. In fact there cannot be organization without communication. (Kreninter and Kinicik 1998).

Understanding the role of communication in organization requires more than just an understanding of the general nature of the communication regardless of the number of people in any organization the quality of the relationship among each management functions is determined by the quality of communication exchanged. Communication is defined of information between a sender and receiver, and the inference (perception) of meaning between the individuals involved. It is the inter personal exchange of information and understanding (Bowman, 1984).

Communication is the process of disseminating decision and other information from one member or one part of an organization to another. In fact there can be no organization without communication. The major purpose of communication in business firm is to help management understand and influence human behavior within the organization and to some extent, outside it.

The purpose of communication (a two-way process) is of course, defeated if receiver of the message fails to receive or understand management is communication. Every managerial function and activity in an organization involves some form of direct and indirect communication, whether planning, organization, directing and leading managers finds them serves communicating with and through others. (Rashid and Arched 1983).

Managerial decisions and organizational policies are ineffective unless they are understood by those responsible for enacting them. Management expects also note that effective communication is critical for both managerial and organizational success. (Kreninter and Knick 1998).

When people communicate they express their ideas and feeling in a way that is understandable common to each of them. Communication as the process of people sharing thought ideas and feelings with each other in commonly understandable way. (Hamilton and Parker 1987).

2.2. Importance of Communication

Communication is extremely important for manger because he or she must achieve result through other people in organization. All the management tasks such as planning, organizing, staffing, directing, motivating, controlling, coordinating and representing require two way communications. Keeping well informed and well-motivated is one of managers most difficult but essential asks. And a good ability to communicate is essential for this, the major purpose of communication in an organization is to help management understand and influence behavior within the organization and to some extent, outside. The purpose of communication is of course, defeated if the receiver of the message fails to receive or understand it (Rashid and Arched, 1983).

2.3. Function of communication

Communication serves five major functions with expression, and information. Control communication acts to control member behavior communication serves many types of functions Put five basic categories; control, motivation, emotional expression, information and interaction. (Stephen.P.Robins1996).

2.4. The Role of Communication in Management

Communication is one of the managers most tools when used correctly. It embodies the speaker's objective and helps accomplish takes that require coordination. Enables managers to lead, direct, motivate and create a climate in which people want to contribute.

-Promoting understanding-

-controls performance

-aids in decision making

As communication is an important part of the decision-making process.(KINARD 1988)

2.5. Patterns of Communication within Organization

Formally, organizational communication has two dimensions vertically and horizontally. Vertical communication is a down and upward form of direction. In other words vertical communication

transmits information among different levels in the organizational structure. However, horizontal communication also transmits information among people, divisions, departments and units within the operational structure. This section presents the qualities and role of different communication flow in an organization.(Stewart and sylvia,2015).

2.5.1. Downward Communication

Downward communication is when messages flow from a higher level employee to a lower level employee within an organization. This arises if information runs down through an organization's official succession of the hierarchical structure. In other words, communication starts at the upper levels of the organization and moves through to the bottom levels (Tubbs and Moss, 2008).

The purpose of downward communication is to assign tasks respectively. Postulate instruction and direction. It is also aimed to inform employees of job procedures and policies identification of problem that need attention at the various levels and deliver feedback on employees' past performance (Robin et.al. 2010).

In fulfilling employee's 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 (Green berg and baron, 2008).

2.5.2. Upward Communication

Upward communication is seen as the procedure from which information flows from the lower levels to the upper levels of hierarchy in an organization. It is evident that this type of communication has become more popular in organization whiles the formal form of communication is less popular now. Through upward it is pointed out that superiors get the chance to know their subordinates feelings about their work, colleagues and the institution in general (Robin et.al. 2010; Greenberg and Baron, 2008).

2.5.3. Horizontal Flat Communication

Horizontal communication occurs among peers in the institution. This type of communication is progressively usual with the leveling of the hierarchical structure and the introduction of matrix organizations (Greenberg and Baron, 2008), it is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy.

2.5.4 Diagonal communication

Diagonal communication takes place between work unit and people at different levels of organization hierarchy but without having direct reporting relationships. It is designed support the vertical and horizontal communication systems.

2.6. Types of Communication in Organizations

People communication with each other in a number of ways that depend on the message and its context in which it is being sent. Choice of communication channel and your style of communicating also affect communication. Therefore, there are variety types of communication (Stewart and Sylvia, 2006).

Ideas and feeling can be shared only if they are represented by symbols. Symbols are things that stand for something else. According to (H.G field and Robert .I, House 1995). There are two types of communication verbal and non-verbal communication.

Verbal communication – written and oral communication media have favorable and unfavorable nature. Consequently, they are often used together so that the favorable qualities of each can complement others. The question as to which medium of communication to use depends on the communication the message to be transmitted the audience (communicate) and the situation. It provides records for future references and can serve as legal document and provides enough time for serious thinking and as result the message can be prepared carefully.

Non-verbal communication – non-verbal communication is any message the sender communicates without using words. This types of communication, sometimes referred to as body language, is an important part of the communication process. It takes place through body language such as gesture, eye contact, facial expression, and voice in to nations as well as physical appearance as said by (P.Robins 1993). Meaning is attached to these nonverbal symbols. The meaning of nonverbal communication is in the observer, who both reads specific signal and interprets them in the context of the particular situation.it is important for the receiver to understand the message conveyed by the nonverbal communication. Although verbal and nonverbal communications works together best when they are complementary, nonverbal communication may takes the place of or even contradict formal communication.

2.7. Empirical Review

In the light of study, there have been many researcher and theories that have dealt into it and brought about many findings, which are been used in the most of modern organization as far as effective communication is concerned. (Femi,2015) conducted study on “the effect of communication on improving organizational’ performances in selected organization. In Lagos state, Nigeria” he saw communication has an important component of organization’s project. This because it was assumed the global world has become widespread that, most organization petition to meet their needs with lesser resources moral through communication. His research tests the substantial relationships amid communication and workers performances in the same designed organization in Lagos state, Nigeria. Statics for the research were gathered through questionnaire with sample of 120 respondents. the outcomes of the research revealed the relationships between communication and workers’ performances, productivity and commitment. Per the outcomes of showed in the study, recommendation was made for managers to communicate with employees consistently and regularly to improve workers commitment and performances.(Wang 2005)presented paper, which sought to investigate the functions of sociolect–emotional-oriented communication and job-related communication in augmenting institutional commitment in the people’s Republic of china. A statistical methodology was used to analyze data from questionnaire.

Communication designed to provide job rational to produces understanding of the task and its relation to other organizational task communication about organizational procedures and practices. (Hussein 2015) the research identified the problem of enhancing the organizational performances through employees relationships management capabilities (employee interaction).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

In order to answer the research questions that includes the role of effective communication improving organizational performance in terms of clinical staff and administrative staff in case of Butajira general hospital. To achieve the research objective methodology, the researcher use quantitative research method.

3.2. Research Design

The research design would be designed as descriptive approach. According to (Alhassan et.al 2006), Descriptive surveys are designed to show accurately the characteristics of particular individuals, situations or groups. It is used as need assessment tool to provide information on which to base decision. It also serves as a foundation for more vigorous and precise investigation. The data gathered in a survey are usually responses to predetermined question that are asked of respondents.

3.3. Population of the Study

Population is the entire aggregation of items from which samples can be drawn for a study (OpokuAmankwa, 2009). Our target populations are clinical staff and administrative staffs in Butajira general hospital. The total populations are 126, from these 71 (57%) are males and 55(43%) are females.

3.4. Sample Size

To determine the sample size in the research the following techniques of sample size determinants would be used. Cochran (1993:75) developed equation to yield are present sample for proportions.

$$\text{Equation 1: } n_0 = \frac{z^2 pq}{e^2} = \frac{(1.96)^2 (0.5) (0.5)}{(0.05)^2} = 384$$

Where n_0 is the sample size, z is the abscissa of the normal curve that cuts off an area α at the (1-2 equals the desired confidence level, 95%) “e” is the desired level of precision, “P” is the estimated proportion of an attribute that is present in the population and “q” is 1-p the value for Z

is found in statistical table which contain the area under the normal curve (1.96). Because the total population is known the following equation is applicable.

$$\text{Equation 2: } n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} = \frac{385}{1 + \frac{(385 - 1)}{95}} = 126$$

In the research the total population is 126 out of the total 71 are male employees based on the result of the calculation total sample would be 95 employees. From this the proportion of the number of male employees will be 88 (68.75%) and number of female employees will 38 (30%).

3.5. Sampling Techniques

Since the total target population had heterogeneous characteristics with different size the sampling technique going to be used in the research is proportional stratified sampling. First the researcher classify the total population in to two groups based on clinical and administrative staff. Then 44% male employees and 44% female employees would be selected from each staff and to select respondents the researcher would use systematic random sampling by using $K = N/n$ to select first respondent where “N” is total population and “n” is sample and “K” is the first element to be selected the reason that we select stratified sampling have more statistical precision than simple random sampling.

Based on the above procedure the researcher use proportional stratified sampling that represent appropriate sampling size as indicated in the table below.

3.6. Source of Data and data collection methods

3.6.1. Source of Data

The research would use primary and secondary source of data. Primary data are collected original data and for the first time which happen to be original in character are termed primary data and it also a first-hand data which directly collected from the respondents. On the other hand, secondary data are collected by others and used by others. This much important because the data which have already been collected and analyzed by someone else. Secondary data may not be the same as is required in the proposed study. So, primary data are more important than secondary data.

3.6.2. Data Collection Methods

Sample forms a good representation of the population since is impossible to interview everybody to solicit their views. The researcher select Likert Scale questionnaire to collect data. The questionnaire would contains five alternative that helps to know general characteristics of the respondents the questionnaire is developed from ours distributed questionnaire and slightly analyzed in the context of the research.

3.7. Data Analysis Presentation and Interpretation

After the data was collected from the respondents, we had checked the validity of the questionnaire whether it is correctly filled or not. The responses from the questionnaire were tabulated. This is because tables are the best and simplest ways showing the population response to the questionnaire.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter deals with the finding of the study which was presented and interpreted which are obtained from all the necessary data and information. The basic issues were given an appropriate treatment in order to gather the data on the role of communication in improving organizational performance, in case of Butajira general hospital .Total of 95 questionnaires were distributed for current employees. Among 95 questionnaires 80 questionnaires were collected .The remaining 15 questionnaires are not returned because of carelessness of the respondents as the questionnaires were lost.

The responses of the questionnaires are presented accordingly and personal interview was conducted to the manager of the Hospital as the purpose of seal on the questionnaires papers . The result of questionnaires was analyzed by using table and percentage.

4.1 Personal information

Personal information have encompass, sex, age, qualification, and work experience in order to know which personal information have better on the role of communication in improving organizational performances, in the Hospital provided, also personal information have distorted the research was lack reliability and lowering the quality.

Table 4.1. Personal information

ITEM	RESPONDENTS	PERCENTAGE
Sex		
Male	55	68.75%
Female	25	31.25%
Total	80	100%
Age		
18-25	17	21.25%
26-30	27	33.75%

31-40	20	25%
41-50	16	20%
Above 51	-	-
Total	80	100%
Qualification		
Less than 12	3	3.75%
Complete 12 grade	11	13.75%
Diploma	27	33.75%
First degree	30	37.5%
Above First degree	9	11.25%
Total	80	100%
Work experience		
Less than 5 years	23	28.75%
5-10 years	34	42.5%
11-15 years	15	18.75%
16-30 years	8	10%
Above 31 years	-	-
Total	80	100%

Source: questionnaire, 2017 E. c

The above table 4.1 shows the personal profile of sample respondents from which examined about their sex 55 (68.75%) males and 25(31.25%) sample were females. This implies that the numbers of total employee's males were dominated over females. This implies that males are more communicating than females, due to the research over whelming demonstrates that women do not enjoy the same career progress as their male counterparts, some of which are attributed to their unwillingness to take the risk necessary to advances long dynamic career path .The above table indicates 27(33.75%) of respondents were young age who were found in the age group of 26-30, 21.25% of respondents were found between the age group of 18-25, 25% of respondents were found in the age group of 31-41, 20% of respondents were found 41-50 age group and above 50 age group not responded .therefore, the majority respondents were young in the age

group of 26-30. This implies that in the young age group there were flexible communications according to the situation. It leads to enhances communication performances in the organization.

The researcher also examine their qualification from the total education level that 3(3.75%) respondents level of education is less than 12, the numbers of respondents who belongs to the category of completed 12, 11(13.75%).diploma were 27(33.75%), the education level were 30(37.5%) of respondents were First degree and the remaining 9(11.25%) of respondents were above First degree. Out of the total employees of the organization most employees completed First degree. Most scholar's would agreed that an organization involves social collective or group of people in which activities are coordinate in order to achieve their goals, the level of education performances has affect communication process and how the symbolic nature of communication differentiate organizational behavior. (Miller2015 p.1).

The above table examines about the work experience of sample respondents and from total respondents 23(28.75%) of them less than 5 years', 34(42.5%) of respondents have 5-10 years' experience, 15(18.75%) of respondents have 11-15 years' experience, 8(10%) of respondents have 16-30 and none of respondents have above 31 years'. The working experience of most employees of the organization were between 5-10 years' as 34(42.5%) of respondents responded that, from our investigation work experiences of employees above 31 does not exist in the organization. Due to this in our view when work experiences Increase, their communication performances also increase.

4.2 Orientations in the Organization

Orientation was the process of introducing the new comer to his or her work station, team and co-workers. It was familiarizing the new comer with the organization and job. It includes explaining work rules, organization policies benefits and procedures of the organization. It was the beginning of the continuing socialization process that builds and encourages workers relationships', attitudes and commitments to organization.

The information, which was collected regarding orientation in the organization and the response of management in what way the organization orient new comers about the organization (such as its policy, procedures), was as followed.

Table 4.2. Orientation in the organization

Item	Response	Frequency	Percentage
Did you get clear orientation about the organization (such as its policies, in your employment in Butajira general hospital?)	Yes	21	26.25%
	No	59	73.75%
	Total	80	100%

Source: questionnaire, 2017 E. c

Regarding orientation of the new comers or hire in the organization shown in the table 4.2 show 21(26.25%) of respondents responded they get clear orientation about organization(such as its policies, procedures) and 59(73.75%) of respondents responded that they did not get clear orientation about the organization when they were an employees of Butajira general hospital concerning the ways of orientation such as the organization benefits, rules and policy was oriented through the personnel management whereas related to specific job that the individual expects to perform was oriented through departments, where an individual was assigned, by reading job description and specification. The researcher also asked the respondents to justify the reason why they were said no. the reason was because of used subjective criteria to evaluate the employees getting orientation about the organization. Therefore, more than half of the respondents responded that there is no clear orientation in the organization. Although respondents responded oriented about the ethics punctuality, timing and other obligation applying the rules and regulation of the hospital when they do their job. Others respondents said the hospital manager gives orientation about the background of the hospital and how to do their tasks.

4.3 Relationships in the Organization

In an organization there were number of employees who perform activities in order to attain the common organizational objectives and there were an interaction among employees in organization such as: among employees, Employees with managers and among department. The information which was collected regarding the relationships in the organization was put as followed.

Table 4.3. Relationship in the Organization

Item	Response	Frequency	Percentage
How do you see the relationships between effective communication and employees performances?	very good	23	28.75%
	Good	31	38.75%
	Medium	15	18.75%
	Weak	8	10%
	very weak	3	3.75%
	Total	80	100%
How do you see the superior-subordinate relationships in the organization?	Very strong	17	21.25%
	strong	21	26.25%
	medium	28	35%
	Weak	11	13,75%
	Very weak	3	3.75%
	Total	80	100%
The relationships among Employees in the organization?	Very strong	17	21.25%
	strong	27	33.75%
	medium	19	23.75%
	Weak	10	12.5%
	Very weak	7	8.75%
	Total	80	100%
The coordination between administrative staff and clinical staff?	Very strong	16	20%
	strong	25	31.25%
	medium	20	25%
	Weak	11	13.75%
	Very weak	8	10%

	Total	80	100%
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Source: Questionnaire, 2017E. c

As shown the table 4.3 above regarding the relationships between effective communication and employees performances. 23(28.75%) of respondents said there was very good relationships, 31(38.75%) of respondents said good relationships, 15(18.75%) of respondents responded medium, 8(10%) of respondents answered there weak responded and 3(3.75%) of respondents responded very weak. Therefore half of respondents responded there were good relationships between effective communication and employees performances As shown from the table 4.3 above regarding superior-subordinate relationships 17(21.25%) of respondents said that there were very strong relationships, 21(26.25%) of respondents said strong relationships, 28(35%) of respondents responded medium, 11(13.75%) of respondents said weak and 3(3.75%) of respondents said very weak. Therefore, some of the respondents answered there were medium of superior- subordinate relationships in the organization.

Regarding the relationships among employees as shown in table 4.3, 17(21.25%) of respondents said there were very strong relationships among employees, 27(33.75%) of respondents responded that strong relationships, 19(23.75%) of respondents said medium, 10(12.5%) of respondents answered weak relationships among employees and 7(8.75%) of respondents said very weak. Therefore, the some of the respondents were responded strong relationships among employees in the hospital. This enhances motivation of the hospital employees, as well as delivered good customer services.

Regarding the coordination between administrative and clinical staff, 16(20%) of respondents said very strong coordination among staffs, 25(31.25%) of respondents responded strong coordination among staffs, 20(25%) of respondents responded medium coordination among staffs, 11(13.75%) of respondents said weak coordination among staffs and 8(10%) of respondents responded very weak. Therefore, some respondents were responded strong coordination among administrative and clinical staffs. Communication among administrative and clinical staffs team members influencing the quality of work relationships, job satisfaction and profound impact of patient safety, when communication about tasks and responsibility are done well, it facilitates culture of mutual support. The researcher also asked the respondents the

relationships among superior and subordinates in the organization, and they replied that strong relationships between superior and subordinates in the organization. This implies that the most employees of the organization have participated in enhancing effective communication and also the coordination among staffs in the organization was strong relationships.

4.4 Communication in creating awareness about organizational affairs

In the organization there were number of work divisions or departments and persons that performs different activities but attains common goals. Creating awareness about the organization such as its objectives, policy and procedures in the mind of each individual was crucial because of individual being aware about its organization affairs each party attains some goals and each party contributes something in order to attain the common goals of the organization. The table below shows the respondents answered regarding the role of communication in helping employees to know their organizational affairs.

Table 4.4. Communication in creating awareness about organizational affairs.

Item	Response	Frequency	Percentage	
How do you see the role of communication in helping employees to know their organizational affair's?	Very good	25	31.25%	
	Good	21	26.25%	
	Medium	17	21.25%	
	Weak	11	13.75%	
	Very weak	6	7.5%	
	Total	80	100%	

Source: Questionnaire 2017 E. c.

Regarding to the role of communication in helping employees to know their organizational affair's as shown in table 4.4, 25(31.25%) of respondents said communication in organization plays significant or very strong role in helping employees to know their organization's affair, 21(26.25%) of respondents responded communication has strong role, 17(21.25%) of respondents answered medium, 11(13.75%) of respondents answered communication plays insignificant or weak role in helping to know their organizational affaires and, 6(7.5%) of respondents said very weak. Most employees of the organization replied as role of communication in helping employees was very strong. This implies that as employees can know

their affaire simply. To know their job division the employees communicate each other to accomplish their tasks.

Item	Response	Frequency	Percentage
Is there any role of communication in helping employees to know their organizational affaire?	Yes	53	66.25%
	No	27	33.75%
		80	100%

Source: Questionnaire, 2017E. c.

About the role of communication in helping employees to know their organizational affair's as shown in the above table 53(66.25%) of respondents said answered the role of communication in helping employees to know their organization affair's and 27(33.75%) of respondents said answered the role of communication in helping employees cannot know their organization affaire. Therefore, about employees answered the role of communication has great significant to help employees in order to know their organizational affaire.

More than half of the respondent think that communication in helping to know their organizational affaire by creating good work condition, some respondents responded communication create fast work condition in the organization and others respondents said communication in helping to know their organizational affaire by decrease work load.

4.5 Communication as means of creating good working condition

Regarding the role communication in creating good work condition and in what ways it contribute the information gathered in analyzed in condition in the following manner.

Table 4.5. Communication as means of creating good work condition

Item	Response	Frequency	Percentage
Do you think communication in creating good working condition?	Yes	45	56.25%
	No	35	43.75%
	Total	80	100%

Source: Questionnaire, 2017 E. c.

About the role of communication in creating good working as shows in the above table, 45(56.25%) of respondents said answered communication plays significant role in creating good working condition and, 35(43.75%) of respondents responded communication has no significant role in creating good working condition. this implies that most employees of the organization said communication has significant role in creating good working condition. Majority of respondents said the significant of communication create continuous partnership with others, create sense of participation and sense of responsibility. Some respondents said good communication builds teams and increase employee loyal.

Item	Response	Frequency	Percentage
How do you see the role communication s in creating good working condition?	Very strong	14	17.5%
	Strong	24	30%
	Medium	26	32.5%
	Weak	11	13.75%
	Very weak	5	6.25%
	Total	80	100%

Source: Questionnaire, 2017 E. c.

About the role of communication in creating good working condition as shown in the above table, 14(17.5%) of respondents said answered very strong, 24(30%) of respondents responded strong, 26(32.5%) of respondents said medium, 11(13.75%) of respondents responded weak and

5(6.25%) of respondents answered very weak. Most of respondents of the organization said the role of communication in creating working condition were moderate role.

4.6 Communication in problem solving

Problem solving involves, identifying problem, generating alternative solutions, setting criteria to evaluate alternatives, selecting best solutions based on criteria and implement it. The information, which was collected regarding the role of communication in problem solving, was discussed as.

Table 4.6. Communication in problem solving

Item	Response	Frequency	Percentage
Do you think that communication has significant role in solving the problems in the organization?	yes	61	76.25%
	no	19	23.75%
	Total	80	100%

Source: Questionnaire, 2017 E. c.

As it was shown in the above table, regarding the role of communication in solving problems, respondents 61(76.25%) of answered that communication has significant role in solving problems and 19(23.75%) of respondents responded it has no role in solving problem in the organization. This indicated that the employees of the organization said communication has significant role in solving problems.

Most respondents responded communication in organization by integrating the knowledge of individuals and integrating the efforts of individuals to solve problems, some respondents responded that it enables to think differently and others said that it enables to create group discussion to solve the problem. This implies that communication has significant role in solving problem through the integrating the knowledge of individual and integrating the efforts of individuals.

4.7 Communication in creating good organizational image

The image of an organization from the view point of outside depends on the organizations ability understanding their needs and its responsiveness to it and its interaction among them. The

information, which was collected concerning role of communication in creating good organizational image, was discussed as followed.

Table 4.7. Communication in creating good organizational image

Item	Response	Frequency	Percentage
How do you see the role of communication in creating good organizational image?	Very strong	31	41.25%
	Strong	19	23.75%
	Medium	15	18.75%
	Weak	9	11.25%
	Very weak	6	7.5%
	Total	80	100%

Source: Questionnaire, 2017 E. c.

Regarding the role of communication in creating good organizational image shown as in the above table, 31 (41.25%) of respondents responded that communication has significant very strong role in creating good organizational image, 19(23.75%) respondents answered strong, 15(18.75%) of respondents responded communication has medium role, 9(11.25%) of respondents said weak and 6(7.5%) of respondents said communication has very weak role in creating good organizational image. This implies that the role of communication in creating good organizational image was very strong.

More than half of respondents response communication create good organizational image as it enable the organization to know public needs and public problems, some respondents responded displays that it enables the organization from administrative employees relation to clinical employees. The role of communication in creating good organizational image by enables the organization to know public needs and public problems.

Based on the information that replied from the respondents related with the role of communication in creating good organizational image the dominant were certified by very strong. Which implies that the role of communication in creating good organizational image through the organization to know public needs and public problems.

4.8. Communication in smooth running of organizational activities

In an organization there was number of work division or departments and in each department there were numbers of employee. The work division or departments in the organization perform different activities but to attain common organizational objectives. The departments in the organization require coordination or integration to facilitate smooth running of organizational activities in order to attain the common goals. It is communication that facilitates coordination among departments in the organization to perform their activities in proper way.

The information, which was collected regarding the importance of communication for smooth running of organizational activities, was analyzed as follows.

Table 4.8. Communication in smooth running of organizational activities.

Item	Response	Frequency	Percentage
Do you think communication is important for smooth running of organizational activities?	Yes	64	80%
	No	16	20%
	Total	80	100%

Source: Questionnaire, 2017 E. c.

As shown in the above table, regarding the importance of communication for smooth running of organizational activities, 64(80%) of respondents responded that communication was important for organization activities to under taken in proper manner and 16(20%) of respondents responded that communication was not important for organization activities to under taken in proper manner.

More respondents responded that communication was important for an organization to perform its activities in proper manner as it facilities coordination of tasks, some of respondents shows communication creates better understanding among group members and other respondents displays that communication facilitates better problem solving condition and it was important for

smooth running of an organization activities. The most also replied that their response ‘yes’ as that related with communication was important for smooth running of organizational activities by creating better understanding among group member.

Table 4.9. Relationships with other organization.

Item	Response	Frequency	Percentage
Do you think the relationships Butajira general hospital with the other organization?	Yes	70	87.5%
	No	10	12.5%
	Total	80	100%

Source: Questionnaire, 2017 E. c.

Concerning the relationships of the organization with other organization shown as in the above table, 70(87.5) of respondents responded that the relationships of Butajira general hospital with other organization was strong, due to this reason sharing idea from one organization to other organization and enhances communication skills.

The respondents responded that Butajira general hospital have many relation with other organization. Most of respondents suggest that the communication culture of Butajira general hospital have very important in order to improve tasks coordination that help to the organization success. Such as: -It was useful to solve problem easy through discussion and group communication.

-The organization may have clear guide lines telling employees how to treat each other to help avoid unwanted conflict.

Some respondents said the communication culture was not organized well; the concerned body should take remedies.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

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

5.1 Summary

The main purpose of the study was to investigate the role of communication on employees' performance in the case of butajira general hospital.

Particularly the study evaluated each directions of communication available in the hospital. Meanwhile the study evaluated employees' performance at butajira general hospital. It determined the relationship between communication and employees' performance.

Major Findings of the Research

1. Communication and Employee Performance

- A strong positive relationship exists between effective communication and employee performance. 38.75% of respondents rated communication as "good" in enhancing performance, while 28.75% considered it "very good."

Superior-Subordinate Relationships

35% reported medium relationships between superiors and subordinates, indicating room for improvement. Only 26.25% described the relationship as "strong," suggesting a need for better managerial engagement.

3. Interdepartmental Coordination

- 31.25% of respondents viewed coordination between administrative and clinical staff as "strong," while 25% rated it as "medium." Weak coordination (13.75%) was noted, highlighting gaps in cross-departmental communication.

4. Lack of Proper Orientation

- 73.75% of employees said they did not receive clear orientation about hospital policies and procedures, affecting integration and performance.

5. Communication in Problem-Solving

- 76.25% agreed that communication plays a significant role in solving organizational problems by integrating knowledge and teamwork.

6. Organizational Image and Public Relations

- 41.25% believed communication has a "very strong" impact on improving the hospital's public image by addressing community needs.

- 87.5% confirmed strong relationships with external organizations, aiding collaboration and resource sharing.

7. Barriers to Effective Communication

- Key challenges included poor listening skills, inconsistent feedback, and information overload.

- Some employees reported lack of transparency in managerial communication.

5.2. Conclusion

The main purpose of this study was to find out the role of organizational communication on improving performance in the case of butajira general hospital ; since

Communication plays crucial role on employees' performance and increase

Organizational achievement. The study used both quantitative and qualitative

Approaches. And the research design was descriptive type of research. Based on the

Data analysis and findings the following conclusions were made.

- ❖ Based on the information that replied from the respondents related with qualification of educational level the dominant were certified completed first degrees. This implies that, the more educated respondents were participated in the organization.
- ❖ The most respondents also replied that, there was no clear orientation in the organization. In other words, concerning orientation of new comers about the organization such as policies and procedures, most of the respondents' answer that they were not got clear orientation about the organization when they were an employee of it.
- ❖ The existence of medium relationships between superior-subordinate in the organization.
- ❖ In related with the significance role of communication to solving problems in the organization were by integrating the knowledge of individual and integrating the efforts of individuals.
- ❖ Regarding the nature of communication between manager and employees, among employees, the organization was within strong interaction and most of respondents answered there was strong interaction and most of respondents answered there was strong coordination among department in the organization.

- ❖ According to the result of investigation communication has significant role in helping employees to know their organizational affairs, solving problems in the organization, creating good working condition, and for smooth running of the organizational activities and regarding the relationships with external environment there were strong relationships.

5.3. Recommendation

Based on the collected, processed and analysis data on the role of communication in improving organizational performances the following points were set as recommendation:

- Management must avoid communication overload because it reduces clarity in communication. Timely delivery of information will reduce time pressure on employees which more often than not reduce efficiency, effectiveness, productivity, and output. The researcher also recommended that more educated employees were participated in the organization. In order to become qualified and competent to current environment, employees should have get education opportunities, so the organization should have to develop and organize effective training and developments programs. It better to coordinate educational institution to develop their qualification.
- To enhance strong relationships between employees: within the organization, the managers should deliver clear and consistent orientation to employees. In order to improved strong relationships between employees, the management use face to face communication is considered to be more useful channel of communication provides unique opportunity for management to involve the grassroots in the formulation of strategies as well as in decision making.
- The researcher also recommended that, there was the existence of medium relationships between superior –subordinates in the organization. But it was not sufficient, rather the organization should do more to be modernized and entering in to contributing a lot to the development the country as a whole as per its perspective. Implies there should be improved efforts at ensuring information provided by management are thorough and understandable. Moreover, other channels of communication such as the use of email/internet communication must be improved.
- To create attractive working atmosphere and proper implementation of organization strategies, it was better to improve coordination among departments in the organization.

Managers should ensure clarity of any instruction at work, provide adequate training to employees, ensure cooperation at work by providing incentives and develop good communication plan to ensure timely information delivery on changes affecting work.

- Communication aids for smooth running of organizational activities and aids to ensure team work in the organization. so it was necessary for Butajira general hospital to builds excellent superior –subordinate relationships and to builds excellent communication behavior among employees in the organization. Information flow should not only be downward but must be upwards too. This will result in understanding, smoothness of communication in the organization.
- In order to builds a sense of ownership and motivation among workers in the organization, it was better to use a participant communication culture in the organization.
- For successful implementation of its projects, it was important to improve communication skills through experience sharing with others and it was important to improve attractive communication culture both outside and inside the organization.
- In related with significant role of communication to solving problems, the organization should develop team work system through the integrating of individuals and integrating the efforts of individual in the organization. Timely delivery of information will also reduce time pressure on employees which more often than not efficiency, effectiveness, productivity and output when information is delivered on time, it gives room for clarity to be sought to ensure concreteness and correctness.

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APPENDIX
WOLKITE UNIVERSITY UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENTS OF MANAGEMENT

QUESTIONNAIRE

TO RESPONDENTS;

Dear respondents this questioner is designed to gather information on the role of communication in improving organizational performances, in the case of Butajira general hospital.

In order to make the study more fruitful your genuine response has essential contribution for the Fulfillment of the objective of the study. All of response will be kept confidential and will use for research purpose.

Thank you for in advance

GENERAL INSTRUCTION

NO NEED OF WRITING YOUR NAME AND ADDRESS

PUT ✓ MARK ON THE SPACE PROVIDED IN THE BOX.

1.1 Personal information

1. Sex: Male female

2. Age: 18-25 26-30 31-41 41-50 above 50

3. Qualification: less than 12 complete 12 diploma first degree
above first degree

4. Work experience: less than 5 years 5-10 11-15 16-30 above 31

1.2. About Orientation in the organization

5. did you get clear orientation about the organization (such as its policies procedures) in your employment in Butajira general hospital?

Yes no

6. if your answer for question number 5 is 'yes' explain your orientation?.....

1.3. Relationships in the organization

7. How do you see the relationships between effective communication and employees, performances? Very good Good medium weak very weak

8. How do you see the superior-subordinate relationship in the organization?

Very strong strong medium weak very weak

9. The relationships among employees in the organization? Very strong strong medium weak very weak

10. The coordination between administrative and clinical staff? Very strong strong medium weak very weak

1.4. Communication in creating awareness about organizational affairs.

11. How do you see the role of communication in helping employees to know their organizational affairs? Very good good medium weak very weak

12. Is there any role of communication in helping employees to know their affairs? Yes no

13. If your answer for question number 12 is yes?

It enables creating good working condition

It enables to creating fast work condition

It enables to decrease work load

If any specify.....

1.5. Communication as means of creating good working condition

14. How do you see the role of communication has significant role in creating good working?

Very strong strong medium weak very weak

15. Do you think communication has significant role in creating good working condition?

Yes no

16.if your answer for question 15 is yes explain its significant?.....

1.6. Communication in problem solving

17. Do you think that communication has significant role in solving problem in the organization?

Yes no

18 If your answer for question 17 is yes in what way communication play such roles?

-By integrating the knowledge of individuals and integrating the efforts of individuals

-It enables to think differently

-It enables to create group discussion to solve the problem

-If any specify.....

1.7. Communication in creating good organizational image

19. How do you see the role of communication in creating good organizational image?

Very strong strong medium weak very weak

20. If your answer for question 19 is very strong how it create good organizational image?

-It enables the organization to know public needs and public problems

-It enables the organization from administrative employee's relation to clinical employees

-If any specify.....

1.8. Communication in smooth running of organizational activities

21. Do you think communication is important for smooth running of organizational activities?

Yes no

22. If your answer for question 21 is yes how it is important for such purpose?

It facilities coordination of tasks

It create better understanding among group members

It facilitates better problem solving condition

If any specify.....

23. Do you think the relationships Butajira general hospital with other organization? Yes

no

24. If your answer for question 23 is yes which organization can relation with it?

Explain?.. ..

25. Generally what you suggest about the communication culture Butajira general hospital in

order to improve task coordination that aid for the organization

success?.....

.....

