THE ROLE OF COMMUNICATION ON ORGANIZATIONAL PERFORMANCE (A CASE STUDY ON COMMERCIAL BANK OF ETHIOPIA, WOLKITE BRANCH)

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ABSTRACT

This study is designed to assess the role of communication between workers and managers in Commercial Bank of Ethiopia Wolkite Branch. The main objective of conducting this study was to deal with the different problem related to communication in organization and to investigate the possible relation between workers and managers. The relevant data would collected from primary and secondary sources. The tools of data collection would questionnaire for employees and structured interview for manager of institution. The secondary data would be collect from published and unpublished materials which are available in institution. The study population would 39 employees and all of them would selected as a sample. The data collected through questionnaire and interview were processed through descriptive analysis and would be presented with tabulation and percentage. Finally conclusions the success of institutional goals largely depends on the prevalence of effective communication with in the institutional performance. And the possible recommendation. IN order to have good relationship there should open and clear communication, transparency and accountability between manager and employees in order to avoid ineffective communicating by created good feeling about the role of communication on institutional performance.

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CHAPTER ONE

1. INTRODUCTION

1.1 Back ground of the Study

The art of communication is as old as mankind. The relation of human being is established by communication (Madhukar, 2001).Sociologist describes "human being as a social animal " as a member of society they has to interact with each other consistently. They have to build links and established relationships. The need for communication arises from their desired to express themselves in meaningful manner (Madhukar, 2001).

Different scholars define communication in different ways. But, the common consensus is that communication is a two way process of exchanged ideas and information between human beings. Communication is considered effective when it achieved the desired reaction or response from the receiver. In actual practices, however, communication is not simple because it involves elements like sender, message, medium, Receiver and feedback (Madhukar, 2001).

At institutional level, communication is the main way through which people come together and coordinate with each other to accomplish their objectives. Managers have to communicate with workers to inform, motivate, persuade, educate, entertain and integrate organizational resources for common objectives of an organization (Madhukar, 2001).

In institutions, communications takes place in two ways; through verbal communication and through nonverbal communication. Verbal communication is the ability to communicate by used words that separates human beings from other animals. Verbal communication includes oral and written communication .Nonverbal communication is the process of communicating through sending and receiving wordless messages. It is closely related with the power of observation. The receiver of the message should be in a position to Cleary seen the face, hear and even feel communication. (Hilter, 2008).

Besides, in institution, the communication network has two important channels. These are formal or Officials channels of communication and informal channel of communication; usually called grapevine. Both channels carry message from one person to another person or group in an organization downwards, upwards and horizontally (Raymond, 2008).

Effective communication between managers and workers would provide managers with feedback about current organizational issues and problems and information about day to day operation. It relieves employee's tensions by allowed lower level organizational members to share relevant information with their manager. It encourages employee's participation and involvement, thereby enhancing organizational cohesiveness (Raymond, 2008).

1.2. Statement of the Problem

Effective business communication is lifeblood of every institution in its internal messages with employees, as well as in its external contacts with customers, suppliers and the public. Thus, effective communication between managers and workers enables the business institution to improve competitive power and increasing managerial effectiveness. So, effective communication is fascinated journey both for worker and business organization, (Murphy, 2008).

According to "Namta"ineffective communication in institutions arises as a result of behavioral difference, difference in skill and understanding as well as physical factors. While some causes of ineffective communication like behavioral difference and difference in skill are applicable to all methods of communication, factors arising out of physical factors are specific to the method of communication adapting. Some causes of ineffective communication which are specific to written communication are hard writing, spelling error and legibility, (Namta, 2004).

In daily activities of Commercial Bank of Ethiopia, Wolkite branch witnessed a problems of communication between the employees themselves and managers of the institution. This leads to poor performance of the organization, poor quality of service delivery to customer, not punctual on work, lack of clear understand about the objective of organization. This gives the reason for this research project to be conducted to help bridge the gap existing which, then the researcher suggest that some things are not right and called investigation. Therefore, to alleviate the above mentioned problem this study focused on assessed the role of communication on institutional performance in case of Commercial Bank of Ethiopia Wolkite branch.

1.3. Research Questions

This research was guided by the following research questions;

1. What is the role of communication on institutional performance?

2. What are the major causes of complexity of communication between managers and workers in Commercial Bank of Ethiopia, wolkite branch?

3. Which type of communication is used in Commercial Bank of Ethiopia, wolkite branch?

4. Is there any effect of communication on institutional performance in Commercial Bank of Ethiopia wolkite branch?

1.4. Objectives of the Study

1.4.1 General objective

The general objective of the study was to assess the role of communication on institutional performance in case of Commercial Bank of Ethiopia, wolkite branch.

1.4.2 Specific Objectives

The specific objectives of the study:

1. To identify the role of communication on institutional performance.
2. To identify major causes of complexity of communication between managers and workers in Commercial Bank of Ethiopia, wolkite branch.
3. To identify types of communication that is being used in the Bank.
4. To identify effect of communication on organizational performance Commercial Bank of Ethiopia wolkite branch in Wolkite town.

1.5 Significance of the Study

Conducted this study would have much more importance for the following parties. Generally the study would havethe following importance.

1. It provide useful information for the stake holders of commercial bank of Ethiopia concerning roles of communication between managers and workers on institutional performance and would provide recommendation
2. It enhance the researcher ability and skill to conduct further research. The researcher would gain more experience.
3. The outcome of the study would have contribution on improvement of service delivery which in turn has contribution for the customer of the Bank which are parts of welkite area community.
4. It would serve as a base for other researcher who are interest to conduct research on similar area in depth.

1.6. Scope of the Study

Conceptually, the study is assessed the role of communication on institutional performance in case of Commercial Bank of Ethiopia Wolkite branch. Geographically, the study focused on Commercial Bank of Ethiopia. This is found in north Region of Wolkite town. Methodologically, the researcher was used descriptive research design, census technique to collect information from the total population of Commercial Bank of Ethiopia.

1.7 Limitation of the study

This study have different limitations; among the limitations, unwillingness of respondents to give clear information about to assess the role of communication on institutional performance in case of Commercial Bank of Ethiopia, wolkite branch.

1.8 Organization of the paper

The paper was organized in five chapters. The first chapter includes, back ground of the study, statement of the problem, research question, objective of the study (specific and general), significance of the study, scope of the study and limitation of the study. The second chapter deals with literature review. The third chapter deals with methodology. The fourth chapter includes data presentation analysis and interpretation. Finally, major conclusion and recommendation are presenting in chapter five.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURES

2.1. Definition of Communication

In different times different scholars define communication in different ways. All definitions over the year attempts to define communication in different dimensions (Madnukar 2004).According to Boone and Kurtz (2008), communication is the broad field of human interchange of fact and opinions. This definition emphasized on the fact that communication do with interchange or commercial interaction. Thus communication is the transmission of idea, emotion, skill etc by use of symbol, graph etc (Boone and Kurtz, 2008)

Madhukar defines communication as a process by which information is transmit between individual and organization so that an understanding results which leads to response (Madhukar , 2004). Communication is the process of passing information from one person to another. It is a means through which power is exerting. Communication have a power to link the discontinues part of the world (Bantie and yigremaw, 2008)

2.2 Attributes of Communication

Communication is a two way process. Communication is said to be complete only when the sender gets a response from the receiver. Unless there is a response we cannot say that communication has taken place. Communication is dynamic. It grows and develops over the time. Every time anyone has engaged in the communication they brings to their ways factor like experience, thoughts and feeling, unexpected response and reactions to communication event(Robbins, 2003).

Communication is both interaction and transaction. The two participant of communication process exchange ideas and information and influence each other in the process. They also become aware of each other's. Communication is systematic and continuous. It goes in a proper

way without stopping in some way or other. Silence, body language and facial expression contributes to the continuous process of communication (Lekovic, 2011).

Communication can be intentional or unintentional. It takes place whether we have plan to do or it is done up continuously. Very often we communicate what we had no intention of saying. Meantime we are not able to say what we want to (Namta, 2004).

2.3 Process of Communication

Communication process involves certain distinct steps. In its simplest from it involves stimulus and response. The stimulus arises from a communicator and the receiver responds. Communication is not complete until the message conveyed by the sender is properly understand by the receiver. The process of communication starts from sender and the information (message) will flow (transfer) through medium to the receiver (Murphy, 2008).

Every communication has a distinct purpose which determines the message. The stimulus emanates from the sender and the receiver comes up with the response. The transmission of idea from sender to receiver through medium and the back ward flow of feedback from receiver to sender constitute the major part of communication process. As clearly stated above the essential elements of communication process include sender, receiver, medium of communication, message and feedback from the receiver (Murphy, 2008).

Sender is the source of information who passes information to the other party; the receiver. Receivers is the one to whom information is passed on. Medium of communication is used to transmit the message. Message is a set of information which are encode by the sender and transmitting to the receiver. The feedback is response of the receiver (Invancevich and Robert, 2005).

2.4 Methods of Communication

Communication takes place in two ways. These are verbal communication and Non-Verbal communications.

2.4.1 Verbal Communication

It is the ability to communicate by using word that separates human beings from the rest of animals. Verbal communications includeoral and written communication (Hilter, 2008).

- Oral communication

Oral communication refers speak words. Any communication which we hear through lecturing in the rooms, speeches of politicians at election , instruction and evensong , poetry, recitation etc.

Business involves an extensive use of oral communication technique. People have to deal with other people. This is very frequently done in face to face informal plan i.e. talk to each other. This occurs in situation like conversion,

- Telephone talk, interviews, presentation and meeting.

- Written Communication

Written communication takes place in written form on paper, boards charts etc. written communication is used for many purposes. Letters, memos, reports, notices and circulars are most commonly use form of written communication. They are used mostly in informal communication between members of the same organization and usually relates to day to day work. It is use mostly to convey information and instruction (Murphy, 2008).

2.4.2 Non verbal Communication

Nonverbal communication is the process of communicating through sending and receiving wordless message. It is closely associated with the power of observation. The receiver of the communication shall be in position to see, hear and even feel communication. The receiver of the communication should be in position to clearly see the face, gesture, the tone, the dress, hear the voice of communication. Nonverbal communication relies on observation and interpretation. It takes place along with verbal and oral communication by the speaker. Body language and nonverbal communication can supplement and complement each other. They together can make the message loved, clear and forceful. On the contrary if they are not consistent, the message that comes out will be ambiguous and garbled (Ibid, 2004).

2.5 Channels of Communication

In organization the communication network has two primary and equally important channels. The formal or officials channels of communication and the informal channels usually called grapevine. Both channels carry message from one person or group to another in organization downward, upward and horizontally (Lesley, 2008).

2.5.1 Formal Communication Channels

Formal communication channels are primarily used by the formal organizational structure. The vertical formal communication can be visualized through the line of authority from top level down through organization to lower level employees.

- Down ward Communication

Down ward communication flows down ward from individual in higher levels of the hierarchy to those in lower levels of the hierarchy. The most common down ward communication are job instruction, official memories, policy statements, procedures, manuals and companies' publication (Ivancevich, 2006). Managers must try to improve downward communication to make effective use of it.

- Upward Communication

Upward communication flows from lower level employees to higher level personnel. It is used to provide managers with feedback about current organization issues and problems and information about day today operation. It is management primary sources of feedback for determining effectiveness of its down ward communication. It relieves employee tensions by allowing lower level organization member to share relevant information with their superior. It encourages employees' participation and involvement thereby enhancing organization cohesiveness (Ibid 2000)

- Horizontal Communication

Horizontal communication is lateral communication among members of the organization who are at the same level of the hierarchy. These types of communication is necessary for the

coordination and integration of the organization functions. It promotes supportive organizational climate and enable employees to perform their activities without referring all matters to their superiors. It is also important for problem solving, sharing relevant information and conflict management among the members of organization (Sters, 2007).

2.5.2 Informal Communication

Informal communication channels, commonly referred to as a grapevine, are informal and causal grouping of people, communication on the job, their social interaction and other affairs. Every organization has its own grapevine. This is perfectly natural activity because every human being would prefer to communicate with each other on many different bases. The grapevine offers members of an organization an opportunity to express their feeling in the form of rumor. (Raymond, 2008)

2.6 Barriers of Communication

At every stage of communication process, there are barriers that hinders or dilute the flow of communication in an organization. The barriers of communication at organizational level may arise out of behavioral difference, difference in skill and understanding as well as physical factor. While some factors like behavioral difference and difference in skill may be commonly applicable to all method of communication, barriers arising out of physical factor may be specific to the method of communication adopted. Some barters which are of specific to written communication are hard writing, spelling, and legibility. Similarly barriers to oral communication would include an absence of felicity of expression, accent, and speed of delivery and appropriate to all method of communication, barriers arising out of physical factor may be specific to the method of communication adopted. Some barriers which are specific to written communication are hard writing, spelling, and legibility. Similarly barriers to oral communication would include absence of felicity of expression, accent, and speed of delivery and appropriateness of language (Namta, 2004)

- Poor Expression

The power of expression of communication determines communication effectiveness. The message has to be properly developed. Poor expression is likely to occur when the person is ill, fatigued, under severe stress and under influence of alcohol. Obviously such poor expression of thoughts and ideas leads to incorrect incomplete and incoherent message.

- Faulty Transmissions

The process of transmission of message is essential for communication in organization context the person who transmit the intent and purpose of the message may not remain in same as it moves from the originator to transmitter .Not only that, the person transmitting the message may bring in his own bias, feelings and perception which the originator of the idea or the message will not have intended (Madhukar, 2004).

- Physical Factors

The process of communication especially transmission of message make use of numerous channel, instruments and gadgets such as telephone , microphone , projector printing, photo copying , telex , fax radio , film, cassette and floppy. All of those are very useful when they function smoothly. At the same time they act as barriers when they fail to perform their functions efficiently. As a result, communications fail to reach the target Audience. Shaping of the telephone multimedia equipment and disturbance of power supply may lead to delays in transmitting the message to the intended recipients (Madhukar, 2004).

2.7 Factors Affecting Communication

Modern communication is undoubtedly a complex process. It involves human being as well as instruments and gadgets. (Madhukar, 2004). Important factors that affect the process of communication include conceptual clarity, language, moods of receptivity and timelines.

2.8 Essentials to Effective Communication

Effective communication calls for coordinating effort. Good communication like other high quality output is very much the result of hard work. Good communication does not occur accidentally. It calls for proper planning understanding human behavior, choice of physical facilities, mechanical or electronic devices and the organization context. It is necessary to understand essentials of good communication and work toward achieving them. The first essential for effective communication is to be clear about the purpose of communication. Every communication has an objective. It is a means to an end. The objective of any communication is not just to receive or convey message. The communicator has to insure that the message reaches the receiver. Any message is not back by a clear and well developed idea becomes purpose less communication entailing wastage of time and effort (Murphy, 2008).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Research Design

The researcher was applied descriptive research design, which is assessed and described the role of communication on institutional performance Commercial Bank of Ethiopia in wolkite branch. To obtain the required data, the researcher used both qualitative and quantitative research approach. Qualitative research help the researcher to get more detail information about the area of the study and quantitative help the researcher to get the data that is related to the numerical aspects and it collect objective question.

3.2 Data source

The researcher was collect data from both primary and secondary sources. Primary sources was collected from workers and manager of organization and secondary sources were collected from publish and unpublished materials, records and document of organization concerning communication between managers and workers.

3.3 Data Collection Method

The primary data was collected from the respondents by prepared open ended and close ended questionnaire because it is expected that the respondents are educated to fill the designed questionnaire properly as intended by the researcher. Structure interview method was used to collected data from manager of institution. Secondary data was collected from different published and unpublished materials, records and documents of institution concerned communication between managers and workers.

3.4 Target population

The total number of population in Commercial Bank of Ethiopia Wolkite Branch only 39 and out of these 10 female and the remaining of 29 employees were male this data was obtained from Commercial Bank of Ethiopia in wolkite branch.

3.5 Sampling Techniques

The researcher used census Method to collect data from employees the reason for this to cover all employees. Because there is a small numbers employees in Commercial Bank of Ethiopia in wolkite branch that means only 39 with in the Bank.

3.6 Data Processing and Analysis

After the required data was collected and processed, it was analyzed and interpreted according to their nature. The data that the researcher collected from interview and questionnaire was analyzed through quantitative and qualitative means. The data that collected through interview would have been describe as a statement and the data would have been collected through questionnaire analyzed through table, frequency and percentages. The data for this particular study was analyzed by used simple descriptive tools.

From the analyzed and processed data interpretation, the researcher was given conclusion by summarized the main points about the study and also forwarded own recommendations based on some important comments given by respondents

CHAPTER FOUR

4. DATA PRESENTATION ANALYSIS AND INTERPRETATION

This chapter focuses on the thing of the study from the collected data to get first-hand information questionnaire method of data collect in was applied to this end questionnaires were distributed to all employees of organization and 95% of questionnaires were filled properly and returned. The remaining 5% were not return. The 95% of questionnaires are presented in the form of table and percentage. In simplify and facilitate the analysis and decision making only in the form of table and percentage are discussed.

Table 4. 1 background of Respondents

No	**Item**	**Number of respondents**	**Percentage**
1	Sex		
	Male	29	74.4%
	Female	10	25.6%
	Total	39	100
2	**Age of Employments**		
	20-30	10	25.6
	31-40	17	43.6
	41-50	9	23.1
	51-60	3	7.7
	Total	39	100
3	**Educational status**		

	Certificate	3	7.7
	BA degree	5	12.8
	Diploma	31	79.5
	Master degree	__	__
	Total	39	100
4	**Workers experience**		
	Less than 2 years	6	15.4
	2-5 years	21	53.9
	6-10 years	10	25.6
	11-15 years	2	5.1
	Above 15 year	__	__
	Total	39	100

Source: questionnaire survey 2020

As clearly stated based on the analysis of sex, the numbers of males are 29(74.4%). And the numbers of female are 10(25.6).This show that the numbers of males greater than female employees in Commercial Bank of Ethiopia in Wolkite branch. Based on the analysis of the age of distribution in Commercial Bank out of the total respondents 10(25.6%) are found between the age interval of 20-30, 17(43.6) of the respondents found between 31-40 years, 9(23.1%) of the respondents found between 41-50 years, 3(7.7%) 51-60 years. This shows that most of employees found between the ages of 31-40. Based on the analysis of educational status 3(7.7%) of the respondents are having an educational status of certificate, 31(79.5%), of the respondents are having diploma and 5(12.8%), of the respondents having educational status of BA degree.

This shows that the majority of employees in Commercial Bank of Ethiopia in Wolkite branch are diploma.

Based on the analysis work experience 6(15.4%), of the respondents serve the institutions for less than two year, 21(53.9%), of the respondents serves the institutions for, 2-5 years, 10(25.6%), of the respondents serve the institution for 6-10 years, 2(5.1%), of the respondents serve the institution for 11-15 years. This implies that majority the employees of the institution the work experience have between 2-5 years.

Table 4. 2 Distribution of Respondent based on their attitude towards their relationship with their manger.

No	Item	Alternative	Frequency	Percentage
	How do you evaluate your relation with Your manager?	Excellent	1	2.6
		Very good	9	23.1
		Good	2	5.1
		Medium	7	17.9
		Poor	20	51.3
		Very poor	----	----
		Total	39	100

Source: questionnaire survey 2020

The about table depicts1 (2.6%) employees have excellent relationship with manager, 9(23.1%) of employees have very good relationship with manager, 2(5.1%) of employees have good relationship, 7(17.9%) employees have medium relationship with manager, 20(51.3%) of employees have poor relationship with manager. These show that the majority of employees of the institution were having poor relationship with manager of the institution. This indicates that there is miss communication, lack of transparency and accountability with in the institution, due to this there is misunderstanding and rising of conflict between them. This is also leads the institutional performance become poor.

Table 4. 3 Types of communication that exists in commercial bank of Ethiopia, Wolkite branch.

No	**Item**	**Alternative**	**Frequency**	**Percentage**
	What kind of communication is there in your Institution?	Upward	3	7.7
		Downward	8	20.5
		Horizontal	10	25.6
		Both upward and down ward	18	46.2
		Total	39	100

Source: questionnaire survey 2020

According to table 4.3 above, 3(7.7%) of employees replied that the communication type being used up ward, 8(20.5%) of the employees replied that communication type being used downward, 10(25.6%) of employees replied that the communication type being used horizontal and 18(46.2%) of employees replied the communication being used both upward and down ward. This indicated that majority of the institution of the employees are used both up ward and down ward communication type, so employees feedback from the manager about current institution issue and problem about day to day operation because employees are raising their idea and report about anything of about the issue of the institution for manager and the manager receive their feedback from the employees and give immediate response for the employees. So there is two ways of communication between them. Having two ways of communication is important for enhancing institutional performance.

Table 4. 4 Analysis of complexity of communication

No	Item	Response	Frequency	Percentage
	Is there any complexity of communication between you and your manager in your institution	Yes	28	71.8
		No	11	28.2
		Total	39	100

Source: questionnaire survey 2020

As the above table shown, 28 (71.8%) of respondents are said yes and 11(28.2%) of the respondents are said no. This implies that majority of respondents are said yes. Because there is lack of accuracy in the message transmitted and knowledge difference between manager and employees of the institution. This leads to low performance in the institution. In addition to the questionnaire result according to the manager the interview result is difference in knowledge, ability, skill and employees interpret the same message in different ways are the major cause for complexity of communication and it does not occur frequently but it would have significant effect on institutional performance

Table 4. 5 respondents Attitude towards role of communication on wellbeing the workers

No	Item	Response	Frequency	Percentage
	What do you think is Role of communication on wellbeing of workers	Decrease employee absenteeism	20	51.3
		Decrease turn over	3	7.7
		Increase work motivation	10	25.6
		Increase self-confidence of employee	4	10.3
		Others	2	5.1
		Total	39	100

Source: questionnaire survey 2020

From table 4.5 above, 20 (51.3%) 0f respondents replied that the existence communication decrease employees absenteeism, 3(7.7%) of the respondents replied that communication is decrease employees turn over, 10(25.6%) of the respondents replied that the existence communication is increase work morivation,4(10.3%) of respondents replied that

communication, increase self-confidence of the employees, and2(5.1%) of the respondent replied that communication have others role wellbeing to the workers. From the above analysis the researcher conclude that the existence of communication in the institution have the major role decreasing employees absenteeism thus the reduction of employees absenteeism would enhancing institutional performance as much a possible the institutional become profitability.

Table 4. 6 Analysis of employee participation on communication.

No	Item	Response	Frequency	Percentage
	Do you think that employees participation on communication with a manager has role on the employee job performance on your institution	Yes	36	92.3
		No	3	7.7
		Total	39	100

Table 4.6 Analysis of employee participation on communication.

Source: questionnaire survey 2020

As shows the above table 36(92.3%) of respondents replied that yes 3(7.7%) of respondents replied that no. The majority of the respondents replied that yes since the interaction between them create resource integration, motivation and information exchange. This implies that increase experience, thoughts, and decrease unexpected response and feeling that rapidly work their task. Clear expectation for employees will convey how their performance will impact the company and give them the induction of what they need it achieve positive feedback and leads to strong team work and the ability for employees at the level of institution to work together to achieve company goals. In addition to this result the interview result is communication between employees and manager would have the significant role on institutional performance. The stated workers motivation increase, decrease turn over and decrease the numbers of employees absenteeism as a major benefit gained due to the presence of good communication between workers and manager.

Table 4. 7 Institutional rule and regulation that hinder the process of communication.

No	Item	Response	Frequency	Percentage
	Does institution have rule and regulation that may hinder process of communication	Yes	22	56.4
		No	17	43.6
		Total	39	100

Source: questionnaire survey 2020

Table 4.7 above show that 22(56.4%) of the respondents said that yes, and 17(43.6%) of the respondents has replied as they does not hindered from communication by rule and regulation of the institution. From the above analysis it is possible to confuse that the institution rule and regulation has a role on the process of communication. This would have an impact on institutional performance due to direct relation that exists between communication and institutional performance.

Table 4. 8 Analysis of effect of communication

No	Item	Response	Frequency	Percentage
	Do you think that communication has positive effect on your job performance	Yes	31	79.5
		No	8	20.5
		Total	39	100

Source: questionnaire survey 2020

As the above table has depicted with regard to positive effect of communication on the institutional performance out of the total respondents 31(79.5%) of respondents said that yes, 8(20.5%) of respondents said that no. The majority of respondents said that yes. This implies that the existence of good communication with in the institution it affects the institution performance

positively because it enables us to get answer for the question at proper time and helps to solve hidden problem during communication by applying open and clear discussion.

Table 4. 9 Analysis of ways of information exchange.

No	Item	Alternative	Frequency	Percentage
	In which way information exchange should be successful in your institution?	Lower to higher	30	76.9
		Higher	5	12.8
		Both higher to higher and lower to lower	4	10.3
		Total	39	100

Source: questionnaire survey 2020

As shown the above table, 30 (76.9%) of respondents respond that lower to higher, 5(12.8%) of respondents respond higher and 4(10.3%) of the respondents respond that both higher to higher and lower to lower. This implies that most of the employees used lower to higher information exchange. Because it help to employees to express their feeling for their manager and manager respond feedback in proper time. Thus feedback has important role for institutional performanc

Table 4. 10 Analysis of communication affects job performance

No	Item	Response	Frequency	Percentage
	Do you think that communication is affect in your Job performance?	Yes	33	84.6
		No	6	15.4
		Total	39	100

Source: questionnaire survey 2020

As shown the above table, from the total employees of 39, 33 (84.6%) of respondents replied yes and 6(15.4%) of respondents said that no. This implies that the majority of the respondents respond that yes because there is miscommunication between employees themselves and manager, disagreement between employees themselves and manager, and lack of effective management during discussion in the institution. The above-mentioned problem leads to institution to become low performance.

Table 4. 11 Analysis for the level of communication in the institution.

No	Item	Response	Frequency	Percentage
	How do you express the level of communication in your institution?	Very good	6	15.4
		Good	4	10.3
		Medium	19	48.7
		Poor	10	25.6
		Very poor	----------	---------
		Total	39	100

Source: questionnaire survey 2020

As shown the above table, 6(15.4%) of the respondents replied very good, 4(10.3%) of respondents replied that good, 19(48.7%) of the respondents replied to medium and 10(25.6%) of the respondents replied poor. So most of the respondents say that the level communication in the institution is medium and poor because there is ineffective communication, absence of facility and infrastructure and there is no open discussion in the institution

Table 4. 12 Manager Transparency on communication with employees of organization regarding the organizational performance

No	Item	Response	Frequency	Percentage
	Do you consider you are communicating effectively and transparently?	Yes	17	45.6
		No	22	56.4
		Total	39	100

Source: questionnaire survey 2020

As shown the above table 17(45.6%) of respondents respond that yes and 22(56.4%) of respondents respond said that no. So most of the respondents are not communicate effectively and transparently because every one cannot be include in every decision, the management should explain clearly upper level decision were made when lower level employees cannot be involved.

Table 4. 13 Employees informal relational with manger.

No	Item	Response	Frequency	Percentage
	Do you have an informal relation with the employee?	Yes	33	84.6
		No	6	15.4
		Total	39	100

Source: questionnaire survey 2020

As shown on table 4.14, 33(84.6%) of respondents replied that they have informal relation with manager of organization, while 6(15.4%) of respondents replied that they have no informal relation with the manager. This implies that most employees of institution have informal relation with their manger. Informal relation between employees and manager creates conductive work environment which would have positive effect on institutional performance.

Response form an interview

1, do you have a well-structured communication with your workers?

According to the interviews made with manager of commercial bank of Ethiopia, Wolkite branch, Atto Birhanu Beyene Nurgi, says there is no formally designed scheduled for communication there is better communication between workers and manger of the institution. According to the managers response this communication made frequently without time schedule and it is effective for the organization the manger also replied he have good approach to employees in all aspects and this enable them to have good communication on job.

2, what are the major causes of complexity of communication in between you and your employees?

According to the response of the mangers, Atto Birhanu Beyene Nurgi, there is difference in knowledge, ability, skill; employees interpret the same message in different ways. This is the major cause of complexity of communication and if does not ocher frequently but it would have significant effect on organizational performance this days,

3, what role does your communication with your workers have on organizational performance? As the manager of the bank, Atto Birhanu Beyene Nurgi responds for this question communication between workers and manger would have significant role on organizational performance. The stated workers motivation increase, turnover decrease and decrease in number of employees absenteeism as a major benefit gained due to presence of good communication between workers and manager.

4, what type of communication is being used in organization to perform organization jobs?

As the manger of this bank responded to this question the organization commonly uses both uses vertical and horizontal communication as a major means of coordinating employees to achieve better performance but, the institution sometimes we use diagonal communication to have better information about performance of other branches.

5. Do you communicate transparently with your workers on organizational performance?

As the manager of Commercial Bank of Ethiopia in Wolkite branch responded for this question he communicates transparently with the workers of the organization except confidential

information which could have competitiveness of the bank. The manager also replied that he communicates openly workers regarding the familiarity and success of the organization.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. CONCLUSIONS

The success of institutional goals largely depends on the prevalence of effective communication with in the institutional performance. This research was focus on the assessment of the role of communication on institutional performance in case of Commercial Bank of Ethiopia in Wolkite branch in Wolkite town. As describe before the data presentation and analysis the researcher reach on his conclusion. The following are identified as a major conceding point of study.

From this study, the researcher conclude that the relationship of the employees with manager are poor this affect communication. This can be due to the absence of transport follow of communication, lack of both conceptual clarity and open communication.

Most of employees in the institution used both upward and down ward types of communication so employees need feedback from manager about current institutional issues and problem about day to day operation because employees are raising their idea and report (anything about the issue of the institution) for the manager and the manager received their feedback from the employees and give immediate response for the employees. So there is two ways of communication between them. Having two ways of communication is important for enhancing institutional performance.

Communication on institutional performance has own a positive effect in order to answer the question in proper time and solve hidden problem by applying open and clear discussion.

Communication play a vital role for employees performance through providing manage their expectation about service issue, increase work experience, thought and decrease un expected response and feeling that rapidly work the task for continuously plan. Clear expectation for the employees would convey how their performance would impact the company and give them an indication of what they need to achieve positive feedback and leads to strong team work and the ability for employees at the level of institution to work together to achieve company goals.

• Communication between workers and manager would have a significant role on institutional performance, stated workers motivation increase, turn over decrease a numbers of employees absenteeism as a major benefit gained due to presence of good communication between workers and manager and also minimization information overload, improved operation efficiency and effective utilization of resources.

• The consequence of communication on performance of employees is enhance coordination and enables employees to achieve institutional objectives and employees can be highly valued and trusted source of information.

• The overall problems of the institution are complexity of communication between manager and employees. These are:

• Knowledge difference between manager and employees

• Lack of accuracy in message transmitted

• Difference in ability, skill and employees interpret the same message in different ways are the major cause for complexity of communication.

The level of communication in the institution is medium and poor due to in effective communication, absence of facility of infrastructure and there is no open discussion in the institution.

Half of the employees used lower to higher information exchanged because it help to employees to express their feeling for their manager and the manager respond feedback in proper time, these feedback has important role for institutional performance.

Most of the employees in the institution are not consider communicate effectively and transparently due to everyone cannot be included in every decision, the management should explain clearly upper level decision were made when the lower level employees can not involve.

Finally employees consider communication that affects job performance due to:

- Disagreement between manager and employees during discussion.
- Lack of effective management.

- Miss communication between manager and employees.

5.2 RECOMMENDATION

Based on the above conclusion the following possible solution for the problem were raised by the respondents of Commercial Bank of Ethiopia in Wolkite branch in Wolkite town employees are forwarded as follow:

In order to have good relationship there should open and clear communication, transparency and accountability between manager and employees in order to avoid ineffective communicating by created good feeling about the role of communication on institutional performance.

They have to made easy communication between manager and employees by increased accuracy through evidence, giving training about the value of communication for employees and manager, use appropriate communication channel according to situation, avoiding disagreement between manager and employees, communication by creating smooth relationship. In general they should establish effective management system with in the institution in order to bring a good institutional performance.

It is better for the institution to increase opportunities for employees to interact with each other and with manager to create good working environment because this would have positive impact on institutional performance.

The role of communication in Commercial Bank of Ethiopia in Wolkite branch is somehow poor and its implementation is also poor level. So the management the institution must work on improvement of effective communication in the institution so as to increase the performance of the institution. It also motivate them and increase their awareness about developed of better communication and building of positive outlook between them and so as to increase the performance of the institution.

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APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear respondents,

Questionnaire to be filled by the respondents. This questionnaire is prepared for employees of commercial bank of Ethiopia Wolkite branch to collected relevant information for the purpose of research to be conducted on role of communication on organizational performance in Commercial Bank of Ethiopia. Thus, information you provide would be confidential and the researcher would thanks in advance for your kindly cooperation.

GENERAL INSTRUCTION

° No need to write your name

° put check (-) on the box provide for your choice

° Give short and brief answer for open and closed ended questions

Part I personal information

1. Sex Male ☐ Female ☐
2. Age 20-30 ☐ 31-40 ☐
   41-50 ☐ 51-60 ☐ above 60 ☐
3. Educational status. Certificate ☐ BA Degree ☐ Diploma ☐
   Masters and above ☐
4. Work experience

Less than 2 years ☐

2-5 year ☐

6-10 year ☐

11-15 yers ☐

above15 year ☐

Part II institutional Information

5.How is your relation with your manager?

Excellent ☐ medium ☐

Very good ☐ poor ☐

Very poor ☐

Good ☐

6.What kind of communication is used in your institution ?

Horizontal ☐ C. Downward and upward ☐

Down ward ☐ D. Upward ☐

7. Is there any complexity of communication between you and your manager in your institution?

yes ☐ No ☐

8.If your answer in question number"3" above is yes,what are the cause of complexity of communication in your institution ?

_____

_____

9.What do you think is role of communication on well being of workers?

_____

_____

_____

10. Do you think that emploees participation in the communication with manager has role on the employees job performance of in your institution?.

Yes ☐ No ☐

11. If your answer in question number" 6" yes or no mention how it participat ?.

_____

_____

12. Does the institution has rules and regulation that may hinder process of communication?

Yes ☐ No ☐

13. Do you think that communication has postive effect on your job performance?

Yes ☐ No ☐

14. If your answer for question no #9$ is No or yesplease mentionthose effects?._____

_____

15. In which waythe effective communication exchange should be successful in your institution?.

Lower to higher ☐ higher to lower ☐ both higher to higher and lower to lower ☐ ☐

16.Do you think that effective communication is affect in your institution?.

Yes ☐ No

17. If your answer for question No,12 is yes how can it affect?.

_____

_____

_____

_____

18. How do you express the level of communication in your institution?

Very good ☐ Good ☐ medium ☐

Poor ☐ Very poor ☐

19. Do you think that manager hasan informal relation with employees?

Yes ☐ No ☐

Interview Questions

This interview would be conducted with the manager of commercial bank of Ethiopia to collect relevant data from the manager.

1. Do you have a well structured communication with your workers?

_____

_____

2.What are the major causes of complexity of communication in between you and your employees?

_____

_____

3.What role does your communication with your workers have on institutional performance?

4.What type of communication is being used in institution to perform institution jobs?

5. Do you communicate transparently with your workers on institutional performance?

6. Do you have informal communication with your workers on institutional performance?