

GHANA INSTITUTE OF JOURNALISM

**THE MEDIATING EFFECT OF CORPORATE COMMUNICATION ON IMAGE OF
ORGANIZATION AND REPUTATION OF ORGANIZATION: (A CASE STUDY OF
SCANCOM GHANA LIMITED - MTN)**

BY

NANA ODEI RAPHAEL OSEW

MAPR14032

**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF SCHOOL OF
GRADUATE STUDIES AND RESEARCH, GHANA INSTITUTE OF JOURNALISM, IN
PARTIAL FULFILLMENT OF THE REQUIRMENTS FOR THE AWARD OF A
MASTER OF ARTS DEGREE IN PUBLIC RELATIONS.**

DECEMBER 2015

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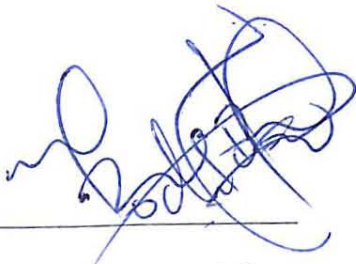
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DECLARATION


I Nana Odei Raphael Osew, the author of this project “The mediating effect of corporate communication on image of organization and reputation of organization: A case study of Scancom Ghana Limited – MTN” do hereby declare that, with the exception of some literature references to other people’s work which I have duly acknowledged, the research leading to this project is exclusively mine and has never been presented elsewhere.



Nana Odei Raphael Osew
(Student)

Date: 07/12/2015

This project work has been submitted for examination with my approval as a supervisor.



Mr. Stanley K. M. Semarco
(Supervisor)

Date: 10/12/2015

CERTIFICATION

This is to certify that this project was undertaken by Nana Odei Raphael Osew and meets the requirements for the award of a Masters degree in Communication – Public Relations in the School of Graduate Studies and Research of the Ghana Institute of Journalism.

Mr. Stanley K. M. Semarco
(Supervisor)

DEDICATION

I dedicate this project work to the Almighty God for His guidance, direction, protection and provision throughout the survey and my entire period of my studies.

I also dedicate this work to my parents and siblings.

ACKNOWLEDGEMENTS

I wish to thank the Lord Almighty for the guidance, protection, provision and knowledge He granted me throughout my university education. Through thick and thin He was present with me.

To my supervisor Mr. Stanley K. M. Semarco, I thank you so much for all the support you gave me to ensure that this thesis came out well and successful. For the constructive criticism and the time you allocated to read my work over and over, I say thank you. To all the lecturers at Ghana Institute of Journalism, I say I am truly grateful for all your support throughout my study.

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ABSTRACT

The purpose of this research was to examine the mediating effect of corporate communication on image of organization and reputation of organization using MTN as the case study. Primary data was collected from customers of MTN at five (5) different sales centre of the network through a survey of one hundred (100) questionnaires. The research adopted a quantitative research method in conducting the study; a five-point likert scale questionnaire was developed to collect data for the study using simple random sampling method. A Statistical Package for Social Studies (SPSS) software was used for easy and accurate computation of quantitative survey results and a multiple regression analysis was tested to know the extent to which the independent variable (corporate communication) accounted for a variation in the dependent variables (image of organization and reputation of organization). At the end of the analysis, the results from the data showed a positive level of correlation of the variables that were tested. It was found out that the results from the analysis support the hypothesis that was put forward for testing, it was also found out that corporate communication is the best predictor of reputation of organization and corporate communication is directly linked to reputation of organization and all the variables entered for reputation are interdependent as shown in the results from the analysis.

CHAPTER 1

INTRODUCTION

1.0 Background of the Study

Organizations are networks of people who communicate with each other. In all organizations, communications flow vertically and horizontally, internally and externally, formally and informally, linking employees internally to each other, to various layers of management, and to the many external resource-holders of the organization. Not all of the communications in an organization are work related, nor are they necessarily relevant to fulfilling organizational objectives. All communications, however, influence to some extent the perceptions of participants and observers about the organization and its activities, and so affect the organization's image, brand, and reputation.

As the term Public Relations (PR) becomes synonymous with notions of 'spin', propaganda, and corporate lying, some practitioners (and academics) have aligned themselves to labels that differentiate them from the 'press agency' Grunig and Hunt (1984) antics and signify a more strategic approach to PR. Thus, strategic practitioners use term such as reputation and relationship management, stakeholder communications and corporate communication do disassociate themselves from spin doctors. Reflecting this is the view that there is 'no theoretical difference between "corporate communication" and "public relations" Steyn (2003).

The converse is also true, and other communicators stand steadfastly by the term public relations and refuse to give houseroom to alternatives such as corporate communication. The term 'corporate communication' do not even merit inclusion in the index of any of the

Excellent books (Ehling et al., 1992; Dozier et al., 1995 and Grunig et al., 2002) for example, yet there is such a clear correlation between Grunig's concept of 'excellent' PR and the concept of corporate communication (Grunig et al., 2002) that the term could be used interchangeably.

The Corporate image is a dynamic and profound affirmation of the nature, culture and structure of an organization. This applies equally to corporations, businesses, government entities, and non-profit organizations. The corporate image communicates the organization's mission, the professionalism of its leadership, the calibre of its employees and its roles within the marketing environment or political landscape.

Every organization has a corporate image, whether it wants one or not. When properly designed and managed, the corporate image will accurately reflect the level of the organization's commitment to quality, excellence and relationships with its various constituents ó including current and potential customers, employees and future staff, competitors, partners, governing bodies, and the general public at large. As a result, the corporate image is a critical concern for every organization, one deserving the same attention and commitment by senior management as any other vital issue.

Historically, thinking and writing about the subject of corporate image has come from the area of graphic design, with most attention given to name selection, typography, logo design and usage rules, colour palettes, uniforms, and marketing collateral. This approach no longer suits the global, dynamic, cross-border and cross-cultural world in which a growing number of today's businesses and organizations operate. What is needed, instead, is a practice called Corporate Image Management. This is a holistic management discipline designed to prepare organizations to compete for resources, partners, customers and market share well into the early years of the 21st Century.

Corporate image is founded upon modern corporate identity practices and the marketing premise that everything an organization does, and does not do, affects the perception of that organization and its performance, products, and services. These perceptions affect its ability to recruit the financial resources, people and partnerships it needs to attain its goals and objectives.

This approach evaluates corporate image from marketing, rather than a graphic design, perspective. The premise has two predominant concerns for companies entering the 21st Century:

- an understanding that the corporate image is a major strategic concern that can have a direct impact on the level of success the organization achieves through its other marketing and management efforts, and
- an understanding that a coherent corporate image needs to be integrated into the organization at all levels.

Looked at from a marketing perspective, corporate image management becomes an on-going, synergistic management tool, rather than a one-time "corporate image exercise" as currently practiced by most organizations and almost all corporate identity and branding consultants.

Corporate image management, therefore, becomes a comprehensive and all-embracing process that internalises a new skill set for managing relationships between constituents at all levels in the organization. Its goal is to enable sustainable relationship advantages to be developed with key audiences.

Since the process of corporate image management is on-going, these relationship management skills are applied to all current, prospective and future relationships. It applies equally to commercial, non-profit and government organizations.

By incorporating a post-graphic design management process into the practice of corporate image management, today's organizational leaders can develop an integrated approach to managing all verbal, visual and environmental elements and media used in communicating the organization's identity to each of the organization's constituents.

Corporate image management focuses on the very heart and soul of the organization, even to the extent of evaluating why the organization exists and determining the organization's key purposes. It represents one of the highest levels of functional control of the organization.

Perhaps more importantly, its value as a management tool is greater because it provides a mechanism for the organization to:

- differentiate itself from competition,
- to create recognized added- value to the products and services marketed or delivered by the organization, and
- to attract and maintain customer relationships in order to prosper in an increasingly competitive and constantly changing global marketplace.

Corporate image management, therefore, also represents the highest level of brand personality and characteristics that can be created and communicated to customers and marketing partners. From both a marketing and management perspective, corporate image management needs to be integrated into the organization's development at all levels, starting from the top.

The Corporate image comprises all the visual, verbal and behavioural elements that make up the organization. In many respects, the corporate image should be a dynamic actualization of the Chief Executive Officer's vision, integrated with the corporation's mission and strategic plan. It should be thoroughly planned and constantly managed in order to support and sustain

the corporation's mission. If managed effectively, it should protect the organization against competition from new competitors or from current competitors offering new products and services. Unfortunately, this is usually not the case.

The corporate image combines the organization's self-perceptions with those of its constituents. It is the *raison d'être* of the corporate body and gives direction and meaning to the whole enterprise. Thus, management of the corporate image should be a primary concern of the Board of Directors, the Chief Executive Officer and the senior management working in conjunction. Again, unfortunately, this is usually not the case.

A strong corporate image is obviously better than a weak image, but most important of all, from a marketing perspective, is the need to communicate and to deliver through action a clear, concise and consistent image to all target audiences. Having a coherent corporate image can make a significant competitive difference in marketing results, recruitment expenses, staff morale, and employee turnover.

The corporate identity is the visual representation of the company and should not be confused with the corporate image. This visual representation usually takes the form of a corporate signature and a corporate symbol or logo. These distinguish graphically the corporation from its competitors, and positions the enterprise visually in the global marketplace through a consistent use of typeface, colour palette and logo identifier.

1.1 Statement of the Problem

Corporate communication plays a major role in creating and maintaining the business image of any corporate entity. It is an effective strategy to communicate the brand value and reputation to its customers, stakeholders and the target audience. There are many processes of

corporate communication with which one can create the desired business impact. Many reasons mark the importance of corporate communication in today's business world.

There is a gap in the conceptualization of the use of corporate communication, image and reputation; this is evident in the definition of the variables. While some definitions overlap with others and some are almost apart. In the literature, the gap between the variables wasn't clearly drawn and that is the purpose for this research. It is to establish the correlation between the variables (corporate communication, image of organization and reputation of organization) and how organizations can use these variables to their advantage.

The reviews of these theoretical perspectives encouraged the development and conceptualisation of a research problem highlighting the gap in literature together with the core question i.e. how do firms use their communication to develop a strong image to enhance their reputation. The development of this question sets the tone for this research.

1.2 Research Question

This study will seek to answer the following questions:

- i. What is the impact of corporate communication on image of organization?
- ii. What is the essence of corporate communication and its relevance to image and reputation?

1.3 Research Hypotheses

The following hypotheses have been formulated for testing:

- i. A comprehensive corporate communication is positively linked to image of organization.
- ii. Image of organization is causally linked to reputation of organization.
- iii. Corporate communication is positively linked with reputation of organization.

1.4 Objectives of the Study

Research often conducted with some objective in mind to be achieved by the researcher, it gives a clear picture for which the research is being conducted. This paper intends to explore the relationship/connection between corporate communication, image or organization and reputation of organization.

i. General Objective

The main objective of this research is to determine the mediating effect of corporate communication on image of organization and reputation of organization.

ii. Specific Objective

It is to examine how:

- a. Corporate communication can positively influence image of organization.
- b. Image of organization is causally linked with reputation of organization.

1.5 Significance of the Study

The study will:

- i. Aid professionals and organizations to effectively communicate to its internal and external stakeholders and publics.
- ii. The study will also try and identify some of the major challenges in communicating to the organization's stakeholders.
- iii. The study will depict the credibility of a good corporate communication as an aid in building image and reputation.
- iv. Finally, the study will add to fill the current gap in literature on the relevance of corporate communication leading to image and reputation building and also as a base for further studies.

1.6 Definition of Terms

- i. **Corporate Communication:** is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent.
- ii. **Corporate Image:** as 'the picture that an audience has of an organization through the accumulation of all received messages'.
- iii. **Corporate Reputation:** as the 'estimation of the consistency over time of an attribute of an entity based on its willingness to perform an activity repeatedly in a similar fashion'.

1.7 Scope and Limitations of the Study

This research will adopt a case study approach. The results from this study however will not be generalized to cover other firms. It is important at this juncture to state that this study will only consider inputs of customers as the sole respondent required for this study.

Furthermore, for the sake of the time for presentation and yet the desire for credible data/information for the analysis, the study will be limited to customers of Scancom Ghana Limited - MTN, one of the leading corporations in the country. Customers of MTN will be made to answer questionnaires and respond to interviews conducted to elicit data and information concerning the subject matter.

1.8 Organization of the Study

The study is organized into six major chapters as follows:

- i. Chapter one covers the background and introduction to the study, the statement of the problem, research question, research hypothesis, the objectives of the study, the significance of the study, definitions of terms, scope and limitations as well as the organization of the study.
- ii. Chapter two also covers the review of related literature on the subject.
- iii. Chapter three covers the methodology of the study, including the procedure of data collection, research design and framework for data collection instruments.
- iv. Chapter five covers presentation and analysis of data.
- v. Chapter six consists of the summary of the major findings, discussion, conclusions drawn from the findings and recommendations.

LITERATURE REVIEW

CHAPTER TWO

2.0 Introduction

There is a widespread belief in the management world that in today's society the future of any company critically depends on how it is viewed by key stakeholders, such as shareholders and investors, customers and consumers, employees, and members of the community in which the company operates. Globalization, corporate crises and the recent financial crisis have further strengthened this belief. Chief executive officers and senior executives of many large organizations and multinationals nowadays consider protecting their company's reputation to be 'critical' and view it as one of their most important strategic objectives. This objective of building, maintaining and protecting the company's reputation is actually the core task of corporate communication practitioners.

However, despite the importance attributed to a company's reputation, the role and contribution of corporate communication is, in many companies, still far from being fully understood. In such companies, communication practitioners feel undervalued, their strategic input into decision-making is compromised and senior managers and chief executive officers feel powerless because they simply do not understand the events that are taking place in the company's environment and how these events can affect the company's operations and profit. There is therefore a lot to gain when communication practitioners and senior managers are able to recognize and diagnose communication-related management problems and understand appropriate strategies and courses of action for dealing with these.

Such an understanding is not only essential to the effective functioning of corporate communication, but it is also empowering. It allows communication practitioners and managers to understand and take charge of events that fall within the remit of corporate communication; to determine which events are outside their control, and to identify opportunities for communicating and engaging with stakeholders of the organization.

2.1 Historical Background

Communication management – any type of communication activity undertaken by an organization to inform, persuade or otherwise relate to individuals and groups in its outside environment is, from a historical perspective, not new. But the modernization of society, first through farming and trade, and later through industrialization, created ever more complex organizations with more complicated communication needs.

The large industrial corporations that emerged during the Industrial Revolution in the nineteenth century in the UK, in the USA and later on in the rest of the Western world required, in contrast to what had gone before, professional communication officers and a more organized form of handling publicity and promotions. These large and complex industrial firms sought the continued support of government, customers and the general public, which required them to invest in public relations and advertising campaigns.

In those early years and right up until the 1900s, industrial corporations hired publicists, press agents, promoters and propagandists for their communication campaigns. These individuals often played on the gullibility of the general public in its longing to be entertained, whether they were being deceived or not, and many advertisements and press releases in those days were in fact exaggerated to the point where they were outright lies. While such tactics can

perhaps now be denounced from an ethical standpoint, this 'publicity-seeking' approach to the general public was taken at that time simply because organizations and their press agents could get away with it. At the turn of the nineteenth century, industrial magnates and large organizations in the Western world were answerable to no one and were largely immune to pressure from government or public opinion. This situation is aptly illustrated by a comment made at the time by William Henry Vanderbilt, head of the New York Central Railroad, when asked about the public rampage and uproar that his company's railroad extensions would cause. 'The public be damned,' he simply responded.

The age of unchecked industrial growth soon ended, however, and industrial organizations in the Western world faced new challenges to their established ways of doing business. The twentieth century began with a cry from 'muckrakers': investigative journalists who exposed scandals associated with power, capitalism and government corruption and raised public awareness of the unethical and sometimes harmful practices of business. To respond to these 'muckrakers', many large organizations hired writers and former journalists to be spokespeople for the organization and to disseminate general information to these 'muckraking' groups and the public at large so as to gain public approval for their decisions and behaviour. At the same time, while demand still outweighed production, the growth of many markets stabilized and even declined, which led organizations to hire advertising agents to promote their products with existing and prospective customers in an effort to consolidate their overall sales.

In the following decade (1920–1930) economic reform in the USA and the UK and intensified public scepticism towards big business made it clear to organizations that these writers, publicists and advertising agents were needed on a more continuous basis, and should not just be hired 'on and off' as press agents had been in the past. These practitioners were

therefore brought '*in-house*' and communication activities to both the general public and the markets served by the organization became more systematic and skilled. This development effectively brought the first professional expertise to the area of communication within organizations and planted the seeds for the two professional disciplines that defined for the majority of the twentieth century how communication would be approached by organizations: marketing and public relations.

Both marketing and public relations emerged as separate 'external' communication disciplines when industrial organizations realized that in order to prosper they needed to concern themselves with issues of public concern (i.e., public relations) as well as with ways of effectively bringing products to markets (i.e., marketing). Both the marketing and public relations disciplines have since those early days gone through considerable professional development, yet largely in their own separate ways. Since the 1980s, however, organizations have increasingly started to bring these two disciplines together again under the umbrella of a new management function that we now know as corporate communication. This trend towards 'integrating' marketing and public relations was noted by many in the field, including Philip Kotler, one of the most influential marketing figures of modern times. Kotler commented in the early 1990s, 'there is a genuine need to develop a new paradigm in which these two subcultures (marketing and public relations) work most effectively in the best interest of the organization and the public's it serves'.

In 1978, Kotler, together with William Mindak, had already highlighted the different ways of looking at the relationship between marketing and public relations. In their article, they had emphasized that the view of marketing and public relations as distinct disciplines had characterized much of the twentieth century, but they predicted that a view of an integrated

paradigm would dominate the 1980s and beyond as ‘new patterns of operation and interrelation can be expected to appear in these (marketing and public relations) functions’.

2.2 Theoretical Framework

The theoretical framework provides a synthesis of the literature to determine the interrelationships between an organization’s desired image and its perceived image. It also provides a conceptual framework for the measurement of corporate image and reputation.

2.3 Self-Image, Projected Image and Perceived Image

Integral to the concept of corporate image is the concept of Self Image, Projected image, and Perceived image (Christie 2002). An organization’s self-image relates to the perceptions held by the internal audiences (employees) of the organizations whilst the projected image relate to how the organization presents itself or the type of image it presents to its external constituencies. On the other hand, perceived image relates to how the external audiences actually perceive the organization.

Christie (2002) argues that an organization needs to understand the interrelationship between its self-image, perceived image and projected image in order to effectively manage its corporate image. Therefore, organizations need to consistently examine their image to determine if there is any divergence between how they want to be perceived (by both internal and external constituencies), and how it is actually perceived in order for it to implement corrective measures.

Based on the above illustration, when there is a convergence between an organization's projected image and its perceived image, the organization will be deemed to have achieved its desired image.

2.4 Scope and Definitions of Corporate Communication

Perhaps the best way to define corporate communication is to look at the way in which the function has developed in companies. Until the 1970s, practitioners had used the term 'public relations' to describe communication with stakeholders. This 'public relations' function which was tactical in most companies largely consisted of communication with the press. When other stakeholders, internal and external to the company, started to demand more information from the company, practitioners subsequently started to look at communication as being more than just 'public relations'. This is when the roots of the new corporate communication function started to take hold. This new function came to incorporate a whole range of specialized disciplines, including corporate design, corporate advertising, internal communication to employees, issues and crisis management, media relations, investor relations, change communication and public affairs. An important characteristic of the new function is that it focuses on the organization as a whole and on the important task of how an organization presents itself to all its key stakeholders, both internal and external (Van Riel 1995).

This broad focus is also reflected in the word 'corporate' in corporate communication. The word of course refers to the business setting in which corporate communication emerged as a separate function (alongside other functions such as human resources and finance). There is also an important second sense with which the word is being used. 'Corporate' originally stems from the Latin words for 'body' (corpus) and for 'forming into a body' (corporare),

which emphasize a unified way of looking at 'internal and external' communication, disciplines (Van Riel 1995). That is, instead of looking at specialized disciplines or stakeholder groups separately, the corporate communication function starts from the perspective of the 'bodily' organization as a whole when communicating with internal and external stakeholders.

Corporate communication, in other words, can be characterized as a management function that is responsible for overseeing and coordinating the work done by communication practitioners in different specialist disciplines, such as media relations, public affairs and internal communication. Van Riel (1995) defines corporate communication as 'an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible', with the overall objective of creating 'a favourable basis for relationships with groups upon which the company is dependent. Defined in this way, corporate communication obviously involves a whole range of 'managerial' activities, such as planning, coordinating and counselling the chief executive officers and senior managers in the organization as well as 'tactical' skills involved in producing and disseminating messages to relevant stakeholder groups. Overall, if a definition of corporate communication is required, these characteristics can provide a basis for one:

Corporate communication is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent.

One consequence of these characteristics of corporate communication is that it is likely to be complex in nature (Van Riel 1995). This is especially so in organizations with a wide

geographical range, such as multinational corporations, or with a wide range of products or services, where the coordination of communication is often a balancing act between corporate headquarters and the various divisions and business units involved. However, there are other significant challenges in developing effective corporate communication strategies and programmes. Corporate communication demands an integrated approach to managing communication. Unlike a specialist frame of reference, corporate communication transcends the specialties of individual communication practitioners (e.g., branding, media relations, investor relations, public affairs, internal communication, etc.) and crosses these specialist boundaries to harness the strategic interests of the organization at large. Richard Edelman, chief executive officer of Edelman, the world's largest independent PR agency, highlights the strategic role of corporate communication as follows: 'we used to be the tail on the dog, but now communication is the organizing principle behind many business decisions' (Edelman, 2010: 5). The general idea is that the sustainability and success of a company depends on how it is viewed by key stakeholders, and communication is a critical part of building, maintaining and protecting such reputations (Van Riel 1995).

2.5 Reviews on Image of Organization

In an attempt to create an atmosphere to foster customer confidence and loyalty in the sector, organizations are recently capitalizing on distinct corporate branding approaches which on the whole, are linked to their vision and mission. As stipulated by Abratt and Mofokeng (2001), vision and mission guide any organization in its daily interaction with external actors. Strategies that make provision for quality relations with its external audiences are the very key principles that will logically be reflected in the corporate image.

Corporate image has become a prominent paradigm and has begun to be linked to strategic management decisions of organizations. The concept is based on the recognition that clients buy brand products not because of their inherent qualities but also because of a bias, a disposition towards the providers. Bayton (1959), points out that people tend to “humanize” companies, attribute personality characteristics to them, see them much as they do to humans in terms of being “mature,” “liberal,” “friendly,” and such other related attributes. Maintaining or expanding market share, keeping customers and business relations loyal, preempting competitive moves, and maintaining a profitable position will depend on differentiation and a unique positioning in the minds of corporate audiences (Van Heerden and Puth 1995).

Sunter (1993) indicates that the only way consumers will be able to differentiate between institutions in future is through image and brands. The importance of having a well-defined identity is therefore of major relevance for service providers. Thus, Gronroos (1984) argues that image is of utmost importance to service firms and is to a great extent determined by customers’ assessment of the services they receive.

Corporate image, the collective opinion of an organization held by its stakeholders has been identified as a construct of growing importance (Kitchen and Laurence 2003; MacMillan et al, 2002). Among other factors, reputation has been identified as playing a significant role in improving firm’s value Fombrun and Shanley (1990), Gregory (1991), enhancing consumer perceptions of product quality.

As empirically expounded by Roberts and Dowling (2002), cited by Fombrun and Shanley (1990), Herremans et al. (1993), Landon and Smith (1997) McGuire et al. (1990), and Podolny (1993), most corporate image research is directed towards measurement against corporate benefits and other performance and sustainability indicators. However, the growing

business complexity and trends in competition in the Ghanaian service providing industry necessitate that businesses take a different look at the view they hold about itself and those held by its publics.

Bromley (2001) touches upon an issue that needs to be resolved before consensus can be reached on a definition of corporate image: those attributes and elements that form the corporate image construct need to be identified and agreed.

A recent definition of corporate image focuses on the outside world's overall impression of the company including the views of customers, shareholders, the media, and the general publics (Hatch and Schultz, 2003). It has been suggested Fombrun and Shanley (1990) that various informational signals emanate from organizations: information about firms' structural positions within organizational fields, specifically using market and accounting signals indicating performance, institutional signals indicating conformity to social norms: strategy signals indicating strategic postures. What are those forms of communications and symbolism (Gotsi and Wilson, 2001) that provide information about the firm's actions and/or a comparison with the actions of leading rivals? Many researchers have suggested that they constitute corporate image.

While a vital role in the corporate reputation construct is played by the concept of corporate image (Barich and Kotler, 1991), there is no agreement on its meaning for stakeholders or on how the concept should be defined. If evaluations, feelings and attitudes toward a company are incorporated into a conceptualization of company image, are these evaluations, feelings and attitudes experienced among internal stakeholders as well as external stakeholders? If they are experienced internally, what is their relationship to corporate identity? Furthermore, confusion is increased by consideration of the relationship between reputation and image, and whether these are experienced inside or outside an organization. It has been suggested that

reputation and image are experienced within an organization and are responses by members of organisations to outside perceptions (Whetton, 1997).

There is a lack of agreement about the relationship of corporate image to corporate identity and to corporate reputation. In a special Corporate Identity issue of Corporate Communications published in 1999, Stuart (1999) suggests that what Abratt called his model of the corporate image management process, which shows corporate image progressing from corporate identity, which in turn progresses from corporate personality, is actually a corporate identity management process, since corporate images cannot be managed as such Stuart (1999). Rather, companies manage their corporate identity so that what is perceived of the company by its various stakeholders is a consistently positive image.

Stuart's suggestion demonstrates a tendency to view image as something that is perceived by various stakeholders (bottom up) and not something that is shaped by companies themselves (top down) and projected in a strategic way. Yet companies and their communications partners are often active participants in the development and communication of the corporate image. Balmer and Stuart (2004) would see this as the development of a corporate (later communicated) identity which is perceived by stakeholders as an image. Devlin (2001) suggests that discussion of the meaning of corporate image should be conducted in the context of the other key concepts with which it is associated: concepts such as corporate reputation and corporate brand. According to Bullmore (1984) image research focuses primarily on structural entities in the marketplace (stores, brands, corporations); advertisements are considered the main vehicle for imparting or transferring images from these entities to pictures in the consumer's mind. The stimulus is the primary object of study and images are assumed to be inherent in the entity or advertisement. Neither the message nor the consumer's construction of a mental image is of main interest. Stuart (1999) on the other

hand appears to be more interested in the stakeholder's construction of a mental image. Interest in how images are perceived and explored has been extended to the corporate reputation literature Herbig and Milewicz (1995). Greater focus on the corporate image development process would add significantly to Fombrun (1996).

Worcester (1997) defines corporate image as the net result of the interaction of all experiences, impressions, beliefs, feelings and knowledge people have about a company. According to Fill (2006), corporate image is the perception and impressions that the audience has about a company. Bromley (2001) also defines an organization's image as the internal collective state of mind that underlies its corporate communications efforts to present itself to others. According to Argenti and Druckenmiller (2004) corporate image is a reflection of an organization's identity and its corporate brand. They also argue that corporate image is the organization as seen from the viewpoint of one constituency, and as such, depending on which constituency is involved, an organization can have many different images. This is in tandem with Fatt et al. (2000), who define corporate image as the various stakeholders' perceptions about the actions, activities and accomplishments of an organization.

It has been suggested by Bick, Jacobson, and Abratt (2003) that corporate image is a short-term, or momentary, perspective of an organization at a particular point in time, and that staff can play an important part in its creation. The authors see corporate reputation as more of a general view of the company, there must be a distinction between corporate image and corporate reputation because the purpose of achieving an enviable reputation is to ensure business survival (Bick et al. 2003:853). More recently Brown et al. (2006), have attempted to see image as Mental associations that organization members believe others outside the organization hold about the organization and corporate reputation as Mental associations

about the organization actually held by others outside the organization, yet may not have differentiated sufficiently enough corporate reputation from corporate image.

2.6 Corporate Image Mix

In order to reinforce corporate image, Herstein et al (2008) stated that an effective integrated marketing communication (IMC) strategy must be developed and successfully implemented. According to Smith and Taylor (2006), four key elements that shape an organization's image "Products and services" refer to the physical product as well as its quality and design. The "environment" refers to how the offices, factories, meeting rooms, receptions among others are built, designed, decorated and presented. "Behaviours and attitude" focus on social responsibility, corporate citizenship, ethical behaviour and community affairs. "Communications" has to do with advertising, personal relationships, personnel communications, brochures among others.

2.7 Corporate Identity

Most organizations depend on signs in their attempt to project an image to its publics. According to Fill (2006), corporate identity is the outward projection of who and what the organization is, to its various audiences. Van Riel (1995) also defines corporate identity as the way an organization presents itself to its publics through communication, behaviour, and symbols.

Corporate identity is thus the way an organization presents itself to its stakeholders. However, some of these cues may be planned or unplanned. Planned identity cues include;

letterhead, logos, signage, product quality, behaviour and appearance of staff among such related things, whilst unplanned cues include; media comment, cleanliness of the company's premises and vehicles Fill (2006).

According to Argenti and Druckemiller (2004), corporate identity consists of a company's defining attributes such as its people, products and services. An organization's identity involves both individual and collective elements Fill, 2006).

The individual element is concerned with the way the employees think and feel about their organization and the collective element identifies corporate identity as the degree to which the feelings and thoughts about an organization's distinctive characteristics are shared amongst employees (Dutton and Dukerich, 1991).

2.8 Identity verses Image

In spite of the growing attention given to identity and image there is no definitive definition for these pseudo-psychological terms. Identities and images are volatile social constructions that, although seemingly 'objective', base their existence and significance largely on the interpretative capabilities and preferences of their audiences Christensen and Askegaard (2001). Although literature abounds with different definitions of corporate image and corporate identity, there are some commonalities. We find a sense of convergence around the idea that corporate identity is a set of symbolic representations, sometimes organizational behaviour (Abratt, 1989; Van Riel and Balmer, 1997). Corporate identity can then be seen as an assembly of clues, or as Abratt (1989: 257) puts it: 'by which an audience can recognise the company and distinguish it from others and which can be used to represent or symbolise the company'.

On the other hand, we find corporate image typically viewed as the total impression of an organization that it makes on its various audiences Bernstein (1992). Corporate image, in other words, describes the reception of an organization in its surroundings Christensen and Askegaard (2001).

Identity, however, is the visual manifestation of image as conveyed through the organization's logo, products, services, buildings and all other tangible bits of evidence created by the organization to communicate to its various stakeholders Argenti (1998). Some researchers see these definitions as opposite ends of the same communication process Margulies (1997). Others suggests that identity is what is created and sent from an organization to its external world, with image as something which emerges outside of the organization's boundaries and is eventually 'sent' back to the organization via external analysis Stacks (2002). This perspective is seen in models that depict the interplay between corporate identity and corporate image to the extent that they allow some overlap between different audiences Balmer (1995). Today, however, the dividing lines are becoming more blurred between senders and receivers of messages and, consequently, a clear distinction between inside and outside organizational boundaries is increasingly problematic to uphold. Employees, for instance, interact with 'outsiders' and are also members of external groups that encounter organizational symbols in their lives outside their workplace. It is this partial inclusion within organizations that arguably has led to organizations recognizing that workforces also belong to multiple memberships of groups within the workplace that form impressions of the organization, a fact that has been explicitly recognized in the consolidation of corporate communications functions in a number of industries Cheney and Christensen (1999).

Conversely, and of equal importance, many organizations have come to realize that organizational practices which traditionally have been thought of as strictly internal, e.g. organizational structure, use of resources, ethical issues and the practice of leadership are now becoming themes in public discourse, and thus become part of the communication that the organization, sometimes unwillingly, carries on within its surroundings. When customers start boycotting organizations that function according to unethical principles and when employees begin choosing their workplace on the basis of its reputation in society traditional distinctions between internal and external with respect to identity and image break down in terms of stakeholder theory and mass communication theory (audiences) Cheney and Christensen (1999).

Indeed, the actions and statements of top managers simultaneously affect organizational identity and image Hatch and Schultz (1997).

2.9 Reviews on Reputation of Organization

The rationale for acquiring a favourable corporate reputation is that it is likely to mean that an individual is more predisposed to buy a company's products or services Van Riel (1995) or as Fombrum and Argenti (1998) states, 'Reputation is a source of competitive advantage.' Equally, a well-managed and carefully nurtured corporate reputation can be stored over time to the extent that banked goodwill cushions the adverse consequences of bad publicity O'Rourke (1997), a view supported by research in reputation which often emphasizes the historical nature of reputation formation. Herbig and Mulewicz (1995), for example, define reputation as the 'estimation of the consistency over time of an attribute of an entity based on its willingness to perform an activity repeatedly in a similar fashion'.

However, like image and identity and despite numerous attempts at semantic and meaningful clarification, there remains no unambiguous definition of corporate reputation acceptable to the communication industry. The term is defined in the Oxford dictionary as 'what is generally said or believed about a person or thing', but over the years, practitioners and writers have adopted different, sometimes even contradictory, definitions for corporate reputation Gotsi and Wilson (2001). Academics such as Fombrun and Van Riel emphasize the effects of this ambiguity, by suggesting in their writings that the lack of a single common definition explains partly why although corporate reputations are ubiquitous, they remain relatively understudied. Many early writers concentrated on the concept of corporate image in a way that appears synonymous with corporate reputation. Martineau (1958) regarded the term image as the sum of functional qualities and psychological attributes that exist in the mind of the consumer, while Boulding (1973) defined image as subjective knowledge. Later, writers like Dowling (1993) and Dichter (1985) saw the terms corporate image and corporate reputation as identical, defining image as 'the total impression of the company'.

Fill (2006), argues that accumulated images and experiences of an organization and its products result in corporate reputation. Though many authors consider the concept of reputation and image as synonymous and thus use them interchangeably. Caruana (1997), states that reputation is a far more enduring perception of an organization and results from an accumulation of stakeholders experiences. Fombrun (1996) proposes that a key characteristic of Reputation is that it is a snapshot that reconciles the multiple images of a company held by all its constituencies.

There many views and opinions about corporate reputation, authors like Argenti and Drukenmiller (2004), Balmer (2001), Fombrun (1996), Roberts and Dowling (2002), Saxton (1998) offer similar or related definitions of the concept of corporate reputation. Saxton

(1998) defines reputation as the reflection or overall evaluation of an organization over time as seen through the eyes of its stakeholders and expressed through their thoughts and words. This evaluation is based on the stakeholder's direct experiences with the company and any other form of communication (Gotsi and Wilson 2001).

Recently, several authors (Balmer and Greyser 2003; Grunig *et al.* 2002) have considered the terms corporate reputation and corporate image as separate concepts whereby organizations should be focusing on the management of corporate reputation and not of corporate image: when, for example, Scott Cutlip says 'We in PR must be concerned with that good, old fashioned word reputation – not image', he fails to consider key monitoring and control factors such as critical path analysis and integrated programme evaluation.

Generally, it is accepted that the concepts of reputation and image are interrelated and that there is a dynamic relationship between the two. 'A corporate reputation is a stakeholder's overall evaluation of a company over time. The evaluation is based on the stakeholder's direct experience with the company, any other forms of communication and symbolism that provides information about the company's actions.'

2.10 Key components of Corporate Reputation

Corporate reputation is not a *sui generis*. If we accept a working definition of corporate reputation as an estimation of value, which, in its meaningful content, predisposes a relevant stakeholder segment to think, feel and to behave more positively towards the organization, then what components have contributed to its construction?

Fortune magazine compiles an annual survey America's Most Admired Companies via a poll among industry analysts and managers. The *Fortune* magazine annual survey provides an

index based on an assessment of companies with regard to: financial soundness, degree of innovativeness, product quality, ability to develop and keep key people, management quality, asset use, community and environmental friendliness, and investment value. Dowling (2004) has observed that various scholars have proposed that an individual's reactions to an organization are contingent on the amount of congruence they perceive between the organization's character and their prescriptive beliefs (or values) about appropriate corporate behaviour. Thus, beliefs about the organization are mediated by the individual's values to form their reputation of the organization. The process by which this happens can be thought of as one of "identification," which occurs when the individual thinks that there is a good fit between their values and their beliefs about the organization, in classical attitude theory, these values are sources of evaluative or importance weights for the corporate image beliefs e.g., the importance of the organization being the market leader or not having a detrimental impact on the environment; quality of management; quality of products and services; innovativeness; long-term investment value; financial soundness; ability to attract, develop and keep talented people; responsibility to the community; and environment and wise use of corporate assets Dowling (2004). It has been observed that four of the eight variables in the *Fortune* magazine (the financial orientation of whose editorial content is much in evidence) annual survey refer to performance while a single item measures corporate social responsibility and management quality.

Fryxell and Wang (1994) have expressed concerns that all but one of the items (i.e., community and environment responsibility) appears to be directly influenced by the ratters' perceptions of the financial potential of the firm. The *Fortune* magazine index focuses on an organization's equity (financial and social) rather than on any other key components of corporate reputation Fryxell and Wang (1994).

There are indications that various informational signals emanate from companies – information about a company's structural positions within organizational fields, specifically using market and accounting signals indicating performance; institutional signals indicating conformity to social norms; strategy signals indicating strategic postures Fombrun and Shanley (1990). What are these forms of communications and symbolism Gotsi and Wilson (2001) that provide information about the firm's actions and/or a comparison with the actions of leading rivals? Most agree that they are either corporate identity or corporate image.

It is clear from the literature Gotsi and Wilson (2001) that both the analogous school of thought (corporate reputation as synonymous with corporate image) and the differentiated school of thought (corporate reputation and image are interrelated) see corporate reputation and image as either causally linked or as concomitant variables. They share a relationship. Corporate identity has also been considered as a key component and a corporate identity/corporate reputation focus has been taken Bromley (2001). Such a focus sees identity as a set of attributes that distinguishes one organisation from another. The same researcher goes on to suggest that identity is a more useful component than image (the state of mind that underpins an overt expression, through language or other behaviour'), which, raises difficulties because mental images are covert and cannot be known directly Bromley (2001). This discomfort about image is not common across the literature. For Herbig and Milewicz (1995) identity and image are seen both to be important to the building of corporate reputation. The implicit assumption made by Herbig and Milewicz (1995) that corporate reputation is an aggregate opens up an opportunity, which has yet to be addressed, to explore corporate reputation in terms of its relevance to specific stakeholder segments. Fombrun (1996) has identified six inputs to building corporate reputation:

- i. Information from the organization;

- ii. Audit data;
- iii. Investment analysis;
- iv. Journalistic insights;
- v. hearsay/rumour;
- vi. Brand activities (customer image, community image, investor image, employee image).

Corporate identity inputs are not clearly identified and can be included in internal (information from the organization) or external communications (journalistic insights, hearsay/rumour, and as elements or properties in brand communications). Image inputs are clearly identified as customer, community, investor and employee targeted activities. Performance inputs are identified as information from the company, audit data, investment analysis and journalistic insights. Information from the organization can be included in internal or external communications as a result of journalistic insights, hearsay/rumour and brand communications.

2.11 Identifying the Key Components of Corporate Reputation

This part of the chapter identifies, on the basis of an analysis of the academic literature, the key components of corporate reputation. While the topic of corporate reputation construct has experienced a growth in interest due to the recognition of its importance, the contributions of identity, image and the corporate brand to the building of reputation remains unclear. An initial review of the literature consisting of journal articles and relevant corporate reputation monographs has indicated that research on corporate reputation extends across a broad range of disciplines and publications Bromley (1993), Fombrun (1996); (Schultz et al. 2000). It was decided for this study, therefore, to provide as comprehensive coverage as possible of the

range of article types while at the same time ensuring relevance to the primary research focus: corporate reputation.

Identity, image, brand, legitimation and management are concepts that have emerged, initially, from the literature as having some relevance for a fuller understanding of corporate reputation. Not all researchers, however, agree (for example Chun (2005) who identifies only identity and image as allied constructs of corporate reputation). There is evidence (as will be discussed in this section) that the definition of these concepts and their relationship to corporate reputation requires clarification. Ambiguity about corporate reputation and corporate image has not clarified the interrelationships between the concepts.

2.12 Benefits of Corporate Reputation

Corporate reputation has been studied under several disciplinary perspectives: institutional theory, financial theory, economic theory, organizational behaviour theory, etc. For the purposes of explaining why a positive corporate reputation brings benefits to the organization, we will focus firstly on the three theories most commonly referred in recent years: signalling theory, strategy theory, and the resource-based value theory.

According to signalling theory (Smith et al., 2010) reputation can be thought of as an informative sign about the organization's likely behaviour and quality performance. This increases the public's confidence in the organization's products and services, and the investor's trust in the organization's performance. Corporate reputation could be seen as "depicting the firm's ability to render valued results to stakeholders" (Fombrun, Gardberg and Sever, 2000, v. 7, p. 243). Thus, it helps reduce uncertainty, which allows reducing transaction costs. That's why, from a strategic point of view, corporate reputation has been an

asset of great value for organizations when attempting to differentiate from the rest of the industry and creating potential barriers to entry for potential competitors. Also, a positive reputation is a strategic resource for building credibility and support among different stakeholders Melewar, (2003).

Resource-based value theory classifies corporate reputation as a valuable and distinctive intangible resource that can help the organization obtain competitive advantage. One of the reasons corporate reputation is hard to imitate in the short term is the time it takes to develop the construct and the complex stakeholder relationships built in the process Mahon (2002), Martínez and Olmedo (2009). Fombrun and Van Riel (1997) have defined corporate reputation as an intangible asset because they consider it “rare”, difficult to imitate or replicate, complex and multidimensional, which needs a lot of time to accumulate, specific, difficult to manipulate by the firm, with no limits in its use and does not depreciate with use”.

Also, Barney (1991) suggests that reputation fulfils the qualities required by a strategic resource, given that: (i) it is valuable, it has relevance; (ii) it is a scarce resource among real or potential competitors; (iii) it has a specific character (difficult to imitate) for its social complexity; and (iv) it does not have equivalent strategic substitutes. Gardberg and Fombrun (2002) add that reputation is an increasingly important factor for creating and maintaining competitive advantages due to four tendencies in the business environment: (a) global penetration of markets; (b) congestion and fragmentation of media; (c) appearance of more communicative markets; (d) commodification (conversion to mass products) of industries and their products Hence, research has linked corporate reputation with the improvement of both the financial results and the company's value; a favourable corporate reputation is more likely to be associated with superior performance Chernatony (1999), Baden-Fuller and Hwee (2001), Roberts and Dowling (2002), Kitchen and Laurence (2003), Berens (2004), Brammer

and Millington (2005). In concrete terms, the main benefits of a strong corporate reputation could be listed as follows:

1. Improving the consumer's perception of the quality of products or services (which allows to charge premium prices): sale increases and positive world-of-mouth
2. Improving the capacity of hiring and retaining qualified personnel in corporations.
3. Raising the morale of employees and therefore productivity.
4. Protecting the value of the enterprise by diminishing the impact of scrutinizing, crisis and/or competitive attacks.
5. Preceding and helping international expansion, not only in terms of market penetration but also in preparing the scenery in key communities and facilitating alliances.
6. Attracting a greater number of investors (good credibility): rise of market value and diminishing risks for the organization.
7. Differencing the company from its competitors and establishing better market positioning.
8. Allowing access to cheaper capital.

A positive corporate reputation also enhances the competitiveness of the organization, though in an indirect way, through the assured quality of the supply of products and services Awang and Jusoff (2009) *and awareness of its social responsibility activities* Porter and Kramer (2006). Given the rise of the so-called "ethical consumer" (escalating requirements from stakeholders for transparency and ethical business practices) and the increased pressure on organizations to attain international standards on this area due to media and NGO scrutiny, corporate social responsibility (ethical marketing practices, environment) has become a key factor for corporate reputation Pruzan (2001), Melewar, Karaosmanoglu, and Paterson (2005).

A positive reputation for socially responsible practices is a necessary condition for maintaining an organization's license to operate. Legitimacy nowadays comes not only from financial aspects but from social and environmental ones too. Organizations nowadays need more than ever to maintain harmonious relationships with their different stakeholders so as to sustain a competitive economic performance Huang (2008).

More recently, Fombrun (2011) has spoken of a new "economy of reputation", where society will be highly connected through networks and organizations will operate in an ecosystem of permanent influence from their groups of interest. In this analytical scheme, given that information would not be symmetrically distributed between the networks, "trust" and "relationships" become vital assets. Thus, traditional and non-traditional means of communication, like social networks, may influence and mobilize both market and society with their particular interpretation of organizational performance.

This is how a circular relationship emerges between society and organizations, where support of the former for the latter will depend on the favourable perception they have of each other. Likewise, the performance of the organization will benefit from the support that it may generate among its different stakeholders. Therefore, in this reputational economy, value is created when intangible assets are properly used.

2.13 Corporate Identity verses Reputation

While corporate identity has been defined as one of the attributes of a company that addresses the questions, what are we? and who are we? Balmer and Greyser (2003), there remains a lack of clarity about its definition and about its relationship with the other key components of corporate reputation.

Corporate identity has been seen to be a key component of corporate reputation and a corporate identity/ corporate reputation focus has been taken by some researchers Bromley (2001). It has been acknowledged that corporate identity may, at some point in time, be the antecedent of corporate image Hatch and Schultz (1997). Corporate identity has become an important issue for companies because it cuts across and unifies many different goals and concerns (Cheney and Christensen 1999). There are problems, Bromley (2001) suggests, in defining corporate identity in terms of what an organisation is or stands for. An organisation's identity, its distinctiveness, should be defined by the way its attributes differ from those of other organizations (Bromley 2001).

Company's identity may incorporate values that comprise a mix of sub cultures - professional, national as well as corporate - which are to be found inside and outside the company (Balmer and Wilson 1998). These values continually evolve and, according to (Balmer and Wilson 1998), are amorphous. This mix of values gives, to a considerable degree, distinctiveness to an organization. Citing Albert and Whetton (1985), Fombrun (1996) suggests that corporate identity describes the features of the company that appear to be central and enduring to employees. On a day-to-day basis, corporate identity appears among those managerial practices managers employ in their dealings internally with employees and externally with other constituents (Fombrun 1996).

In his 'From Identity to Reputation model', Fombrun (1996) suggests that identity may be extended through names and self-presentations, and be projected through customer, community and employee images, into corporate reputation. For Fombrun, identity serves as a means of differentiation on the basis of culture, history, and operations (including management): who we are and what we stand for (Balmer and Greyser 2003; Cheney and Christensen 1999). While acknowledging that most companies today are beginning to

recognize the difference between image and reputation, Fombrun (1996) sees corporate image as sometimes accurately reflecting to the company's identity. Hence, corporate reputation begins to emerge as an outcome of image, plus relationships, plus corporate performance. More often than not, however, according to Fombrun (1996) the image is distorted (a) as the company tries to manipulate its public through advertising and other forms of self-presentation, or (b) as rumours develop from unofficial statements of employees to peers, analysts, and reporters. In due course, different images form, some consistent, some less so. If the fit is right, suggests Fombrun (1996), between image and the underpinning corporate identity, it will have enduring value.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section presents an overview of the process in which the research was conducted and the requisite data/information for the study was collected, analysed and interpreted to meet the objectives of the study. It contains the various approaches that were employed in data collection, sample size, instrumentation and the analysis of data.

3.1 Research Design

The design adopted for this study was a case study. This design was used particularly to be able to establish the correlations that exist between corporate communication, image of organization and reputation of organization.

3.2 Target Population

Population target for this research was customers of MTN Ghana; with their lead (i.e. number of subscribers) in the telecommunication network in the country with its service centres scattered nationwide, the researcher focused on only five of the service centres for the survey. These service centres are Accra Mall, Teshie First Junction, Accra High Street, Osu and Spintex respectively. Customers of the network who visited the various service centres at the time of data collection were the main target for the study. The age of these customers ranges

from a minimum of 18 and above with varied educational background from basic to the tertiary level.

3.3 Sample and Sampling Procedure

According to Alreck and Settle (1985), a sample must be large enough to meet the requirement for reliability but not too large as this will waste resources. They noted that, a sample size of ten percent (10%) of a population is enough to obtain adequate confidence.

Thus, a sample size of one hundred (100) which is sizeable enough even though it does not meet the required ten percent (10%), it is however enough for the purposes of this study to be adopted considering the large customer base of MTN network in the country.

The procedure used for the sampling process was a simple random sampling method for the research. The researcher chose this method to give every service centre a possibility of being selected and also the same sampling method was used for the customers to give each customer in the population a specifiable probability of being selected for the study. A total of one hundred (100) questionnaires were distributed across these five (5) service centre (Accra Mall, Teshie First Junction, Accra High Street, Osu and Spintex) twenty (20) for each service centre.

3.4 Data Collection Instruments

This section examines the various research tools and instruments that were employed to collect the primary data. These instruments used for the study was a questionnaire.

3.4.1 Questionnaires

The type of questionnaire that was used is self-administered questionnaires. It consisted of questions formulated, constructed and sequenced in a particular format to elicit relevant and pertinent primary data for the purposes of the study. The questionnaire was segmented into four (4) different variables (corporate communication, image, reputation and demographics) and it was scored on a five-point likert scale for the first and second parts as follows:

- 1= strongly disagree (SD),
- 2= disagree (D),
- 3= undecided (U),
- 4= agree (A) and
- 5= strongly agree (SA).

The third part of the questionnaire, corporate communication, was also scored on a five-point likert scale as follows:

- 1= major improvement needed,
- 2= some improvement needed,
- 3= meets expectations,
- 4= often exceeds expectation and
- 5= consistently exceeds expectations.

Finally, the fourth part of the questionnaire measured demographic factors such as age, sex, tenure and educational background. A sample of the questionnaire is attached as **Appendix**

3.5 Data Analysis

The researcher employed quantitative analyses to evaluate data gathered through the study. The Statistical Package for Social Studies (SPSS) software was used for easy and accurate computation of quantitative survey results. This focused on responses from selected respondents on various variables captured in the questionnaire.

A multiple regression statistical test was computed to know the extent to which the independent variable accounted for a variation in the dependent variables.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

In this chapter, a presentation of the results from the data collected through the instrumentation of the questionnaire was made. The use of Multiple Regression analysis and Graph were computed using Statistical Package for Social Studies (SPSS). A total of one hundred (100) questionnaires were distributed and ninety-nine (99) were responded to by the respondent. Below are the tables of analysis presented.

4.1 Multiple Regression Analysis

Table 1. Regression of Corporate Communication, Image of Organization and Reputation of Organization.

Variables	β	SE	p	F	P
Corporate communication and image of organization	.263	.091	.008	7.226	.008
Corporate communication and reputation of organization	.302	.092	.002	9.748	.002
Image of organization and reputation of organization	.449	.093	.000	24.505	.000

A significant model emerged $F_{(1,97)} = 7.226, p < .01$ when the multiple regression analysis was conducted, (see Table 1). The independent variable as a whole could only explained 26.3% variance in the dependent variable. Corporate communication therefore accounted for 26.3%

β	SE	p	F	F
.263	.091	.008	7.226	.008
302	.092	.002	9.748	.002

of the variables entered for image of organization after it was statistically controlled. This means that there is 73.7% of the variance which could not be explained by the independent variable because the study did not focus on those aspects. However, future studies in the subject area should look at exploring the other variables.

Corporate communication was equally significantly correlated to reputation of organization $F_{(8,87)} = 3.327$, $p < .01$ the model emerged, however, some of the variables entered for reputation of organization were negatively correlated to corporate communication. The model did not indicate what accounted for the negative correlation of those variables to corporate communication; we can only draw a conclusion that respondents were not influenced by those variables in their responses. Considering image of organization and reputation of organization, the variables contributed significantly although the strength of relationship was not too strong ($F_{(1,97)} = 24.505$, $p < .01$). We can say at this point that all the variables considered in the model can be predicted and therefore are significantly correlated in predicting the outcomes.

At the end of the analysis, the results clearly support the various hypotheses that were put out for testing - Hypothesis 1: A comprehensive (corporate communication) is positively linked to (image of organization); Hypothesis 2: (Image of organization) is causally linked to (reputation of organization); Hypothesis 3 (Corporate communication) is positively linked with (reputation of organization). The results show that the independent variable (corporate communication) is positively correlated to the dependent variables (image of organization and reputation of organization), see Table 1 above.

Table 2. Regression table of corporate communication on reputation of organization variables.

Model	Standardized Coefficients	Sig.	F	p
	Beta			
(Constant)		.000		
Socially Responsible Company	-.327	.005	3.327	.002
Good Product/Service	.294	.015		
Consumer Oriented	.350	.004		
Generate Positive Feeling	-.113	.329		
Leadership and Innovation	.009	.934		
Good Work Place Environment	.116	.277		
Ethical Organization	.059	.588		
Practices Social Responsibility	.022	.822		

The model is significant $F(8, 87) = 3.327, p < .01$. The variables of reputation of organization are strongly related to corporate communication.

The table above indicates that consumer oriented was the highest predictor of corporate communication, the second predictor of corporate communication was good product/service, and good work place environment was also favoured as the third predictor (Table2). However, four of the predictors including leadership and innovation, good work place environment, ethical organization and practices social responsibility were positively

linked but insignificant with corporate communication while socially responsible company and generate positive feelings were negatively correlated.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMENDATIONS

5.0 Introduction

Chapter five is the final chapter of this study, it covers summary of findings, conclusion and recommendation of the findings from the data analyzed for the study. The chapter also makes some recommendations based on the findings from the analysis of data collected for the study.

5.1 Summary of Findings

The study set out to find the mediating effect of corporate communication on image of organization and reputation of organization. The final analysis of data showed that corporate communication act as a go-between for image of organization and reputation of organization. A good image is as a result of a good corporate communication, hence a perfect relationship between the dependent variables and the independent variable. It was also discovered that image of organization is strongly linked with reputation of organization.

5.2 Discussion

The focus for this study was to measure “the mediating effect of corporate communication on image of organization and reputation of organization” using MTN as the case study for the research. There are three main variables to be measured including corporate communication,

image of organization and reputation of organization. In this research there are three hypotheses which have been put forward to be tested and research questions to be answered.

It was hypothesized that a comprehensive corporate communication is positively linked with image of organization, at the end of the analysis, the results from Table 1 presented in chapter four above, indicate that the result supports the hypothesis strongly with a minimal level of error indicating that a researcher can only be wrong at a very much lesser percentage. It is an indication that there is a strong relationship between corporate communication and image of organization.

Table 1 above shows a strong significant level of how corporate communication is positively linked to image of organization. The independent predictor (corporate communication) is significantly correlated to the dependent variable (image of organization). The results show that corporate communication is the best predictor of image of organization.

The second hypothesis posits that image of organization is causally linked to reputation of organization. The results from the analysis shows a relationship between the two variables even though the strength relationship was not too strong but the level of impact is still significant to the study. We can however conclude that customers form their reputations about an organization based on their experience (snapshots) with the said organization and most of the time they may be right as the results show a significant level of correlation between image on reputation. This supports Gotsi and Wilson (2001) position that both the analogous school of thought (corporate reputation as synonymous with corporate image) and the differentiated school of thought (corporate reputation and image are interrelated) see corporate reputation and image as either causally linked or as concomitant variables. Corporate identity has also been considered as a key component and a corporate identity/corporate reputation focus has

been taken (Bromley, 2001). Such a focus sees identity as a set of attributes that distinguishes one organisation from another.

The third hypothesis of this study states that, corporate communication is positively linked with reputation of organization. In the final analysis the results show that the independent predictor (corporate communication) is significantly correlated to the dependent variable (image of organization). In the regression result, corporate communication is said to be the best predictor of reputation of organization. This results support findings in management studies, in that general management scholars argue that a favourable corporate reputation is used by firms to generate a competitive advantage (Cavas and Porter, 1977; Wilson, 1985; McMillan and Joshi, 1997). They regard corporate reputation as either a strategic resource (Carmelia and Tishler, 2004; Hall, 1992, 1993, Cave and Porter, 1977; Rao, 1994; Roberts and Dowling, 2002) used to protect firms from new competitors in the market. Moreover, reputation is a tool that is used to signify an organization's perceived capacity to meet their stakeholders' expectations Waddock (2000). In other words, firms use corporate reputation in order to give a positional advantage by using various strategies to differentiate themselves from competitors (Hall, 1992; McMillan and Joshi, 1997).

In economics, Brammer and Pavelin (2006) argued by suggesting that, the multi-dimensionality of corporate reputation impact on the perceptions of shareholders and stakeholders. Akerlof (1970) and Punete et al. (2007) argued that corporate reputation is an information signal that firms often use to protect its capital accumulated and assets. Especially, the development of good corporate reputation amongst customers encourages the production of top quality products (Nelson, 1970; Milgrom and Roberts, 1986) and services (Wilson, 1983; De Angelo, 1981; Eichenseher and Shields, 1985; Dranove, 1983; Rogerson, 1983; Beatty and Ritter, 1986).

In accounting, corporate reputation serves as the use of generating goodwill amongst stakeholders Rose and Thomsen (2004) and when firms have a reputation based on a good history of performance; it impacts positively on the returns to shareholders and stakeholders Rose and Thomsen (2004).

The regression of corporate communication on reputation variables, Table 2 shows how the variables entered for the dependent variable (reputation of organization) responded to the independent variable (corporate communication). The results in Table 2 above shows that socially responsible company and generate positive feeling were negatively correlated, we can say by this results that customers/consumers do not build their reputation for an organization (or MTN) based on the fact that they are a socially responsible company or they generate good feeling in them. Be that as the results may, it is a shocking revelation and we can conclude that this revelation cannot be generalised. However, good product/service, consumer oriented and good work place environment were responded with a high figure as shown in the Beta of Table 2. There were three variables which positively correlated to the independent variable (corporate communication) but with a relatively minimal figure.

The research did not only set out to test hypothesis but also to answer two main research questions. The first question seeks to find out the impact of corporate communication on image of organization. At the end of the analysis the findings shows that corporate communication significantly impacts on the image of the organization. The result supports Bromley (2001) stating in his definition of organization's image as the internal collective state of mind that underlies its corporate communications efforts to present itself to others.

The second and last question this study intend to answer is, what is the essence of corporate communication and it relevance to image and reputation. It was found out from the analysis that corporate communication is very essential to image of organization and reputation of

organization. Corporate communication was perfectly correlated to image of organization following the results as presented in the table in chapter four. We can however conclude that corporate communication is so essential to image of organization and reputation of organization.

5.3 Conclusion

This section presents the conclusion of the whole study on the effect of corporate communication on image of organization and reputation of organization using MTN customers as the case study. The study revealed the following:

- a. The findings showed that key to building a good image and reputation is communication.
- b. It was also found out from the regression analysis that communication is directly linked with reputation.
- c. The findings in the regression coefficient also showed that a consumer oriented, good product/service and good work place environment build's a good reputation with customers.

This study can however conclude that the findings from the analysis indicate that corporate communication is positively correlated to image of organization and reputation of organization. The study can also confidently state that without a properly laid out corporate communication there would not be a positive image and reputation as these depends on the each other.

5.4 Recommendations

The study recommends after the analysis to management that, measures should be put in place for a comprehensive corporate communication leading to a good reputation as it is more likely to bring in benefits to the organization. A positive reputation can be thought of as an informative sign about the organization's likely behaviour and quality performance. This thought is also likely to increase the public's confidence in the organization's products and services, and it will also build investor trust in the organization's performance.

Organizations should consider making their corporate communication geared towards consumer oriented as it builds the reputation of the organization from the research conducted. They can also factor those variables that positively correlated to corporate communication under the dependent variable (reputation of organization) into their planning and activities of communication to ensure they build a positive reputation with their publics.

Organizations should also see reputation as the firm's ability to render valued results to its stakeholders. We recommend further that, future studies should look at other variables that this study did not focus on in conducting this research as mentioned in chapter 4 to add to the body of knowledge as this study has done.

The study also recommends from the findings that management should act with urgency towards a good relationship with its customers by improving on the independent variable (communication) leading to a positive impact on the dependent variables (image and reputation). As these dependent variables are likely to be a great value of asset for the organization and also serve as a resource for building credibility among stakeholders.

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APPENDIX

CORPORATE COMMUNICATION, IMAGE AND REPUTATION

Dear Respondent,

I am Nana Odei Raphael Osew, a final year student of Ghana Institute of Journalism. I am researching on the topic: "The mediating effect of corporate communication on image and reputation: A case study of Scancom Ghana Ltd. (MTN)" I would appreciate your assistance in answering the questions below. Your responses would be strictly treated confidential. Please do not write your name on the form.

SECTION A

Image Rating Scale

Direction: On a five-point scale you are kindly asked to complete the image rating scale. Please tick [√] where applicable.

1pts represents strongly disagree [SD]

2pts represents disagree [D]

3pts represents undecided [U]

4pts represents agree [A]

5pt represents strongly agree [SA]

Image Scale

How would you rate the IMAGE of this organization using the under listed factors:	SD	D	U	A	SA
1. Corporate visual identity systems					
2. Corporate aesthetics					
3. Staff apparel					
4. Marketing communication mix					
5. Manager behavior					
6. Employee behavior					
7. Company behavior					
8. Company knowledge					

SECTION B

Reputation Scale

How would you rate the REPUTATION of this organization using the under listed factors:	SD	D	U	A	SA
1. Financial soundness.					
2. Degree of innovativeness.					
3. Product quality.					
4. Ability to develop and keep new people.					
5. Management quality.					
6. Wise use of corporate asset.					
7. Community and environmental friendliness.					
8. Investment value.					
9. Ability to provide valued outcome.					
10. Loyalty.					

SECTION C

Corporate Communication Rating Scale

Direction: On a five-point scale you are kindly asked to complete corporate communication rating scale. Please tick [√] where applicable.

- 1pt represents major improvement needed
- 2pts represents some improvement needed
- 3pts represents meets expectations
- 4pts represents often exceeds expectations
- 5pts represents consistently exceeds expectations

Corporate Communication	Major Improvement needed	Some improvement needed	Meets expectations	Often exceeds expectations	Consistently exceeds expectations
1. Corporate Language					
2. Behaviour pattern					
3. Symbols					
4. Traditions					

SECTION B

Reputation Scale

How would you rate the REPUTATION of this organization using the under listed factors:	SD	D	U	A	SA
1. Financial soundness.					
2. Degree of innovativeness.					
3. Product quality.					
4. Ability to develop and keep new people.					
5. Management quality.					
6. Wise use of corporate asset.					
7. Community and environmental friendliness.					
8. Investment value.					
9. Ability to provide valued outcome.					
10. Loyalty.					

SECTION C

Corporate Communication Rating Scale

Direction: On a five-point scale you are kindly asked to complete corporate communication rating scale. Please tick [√] where applicable.

- 1pt represents major improvement needed
- 2pts represents some improvement needed
- 3pts represents meets expectations
- 4pts represents often exceeds expectations
- 5pts represents consistently exceeds expectations

Corporate Communication	Major Improvement needed	Some improvement needed	Meets expectations	Often exceeds expectations	Consistently exceeds expectations
1. Corporate Language					
2. Behaviour pattern					
3. Symbols					
4. Traditions					

5.Dialog					
6.Drawing attention					
7.Inspiring trust					
8.Making a difference					

SECTION D

Socio-demographic factors

Direction: Please tick [√] the option that best describes you.

Age 18 - 28 29 - 39 40 and above

Sex Male Female

Tenure 1 – 3years 4 -7years 8years and above