



**Addis Ababa University**  
**Graduate Studies**  
**School of Journalism and Communication**

**The Practice of Internal and External Communication: The Case of  
Development Bank of Ethiopia**

**By: Teshome Bekele**

**A Thesis Submitted to School of Journalism and Communication  
In Partial Fulfillment of the Requirements for the  
Degree of Master of Arts in Journalism and Communication**

**June 2017**  
**Addis Ababa, Ethiopia**

**The Practice of Internal and External Communications: The Case of  
Development Bank of Ethiopia**

**BY: Teshome Bekele**

**A Thesis Submitted to School of Journalism and Communication  
In Partial Fulfillment of the Requirements for the  
Degree of Master of Arts in Journalism and Communication**

**June 2017  
Addis Ababa**

**Addis Ababa University**

**School of Graduate Studies**

This is to certify that the thesis prepared by Teshome Bekele, entitled *The Practice of Internal and External Communication: The Case of Development Bank of Ethiopia* and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

Signed by the Examining Committee:

Examiner\_\_\_\_\_ Signature\_\_\_\_\_ Date\_\_\_\_\_

Examiner\_\_\_\_\_ Signature\_\_\_\_\_ Date\_\_\_\_\_

Advisor\_\_\_\_\_ Signature\_\_\_\_\_ Date\_\_\_\_\_

---

Chair of Department or Graduate Coordinator

## **ABSTRACT**

### ***The Practice of Internal and External Communication: The Case of Development Bank of Ethiopia***

***Teshome Bekele***

***Addis Ababa University, 2017***

*This study aimed at exploring the practices of internal and external communication of Development Bank of Ethiopia. The study also attempts to find out the practice of internal and external communication to ascertain effective communications. In order to be able to answer this question a total sample of 20 managers, employees and customers with different working experience in Development Bank of Ethiopia were selected. Based on their importance and availability of interviewees the selection was organized purposefully and analyzed qualitatively. In-depth interviews were conducted which revealed that managers, employees and customers who considered communication being a very important issue internally, as well as externally for the Bank. The interviewees also admitted that the Bank is engaging in the communication processes actively.*

*Aligning the results from the interviews, for further development and improvement of corporate communication practices of the Bank, internal and external communication have to work together in spreading information across all the Bank offices and Branches, which are working with customers or debtors. In order to create a successful corporate communication program, the Bank has to form their corporate communication strategy, understand existing stakeholders, are willing to communicate openly and effectively and have an effective feedback mechanism.*

*DBE, internal and external communication efficiency is narrowly touched in finding sections, and therefore it is an important area for further research. Based on the findings of the study, it can be concluded that internal and external communication is a very important part of corporate communication process and of a crucial importance in banking sectors, which strives to have the best employees and the most satisfied customers/debtors.*

## **ACKNOWLEDGEMENTS**

First and foremost, I praise the Lord for giving me the tenacity, strength and patience to complete this study. Secondly, I would like to express my deep gratitude and appreciation to my advisor, Dr. Getachew Dinku, for his consistent advices, precious suggestions, and unreserved encouragement. I am also grateful to DBE Managers, Employees and Customers, for their support by availing every valuable information and documents that are needed for this research. Last but not the least on the list of people I am indebted to is my wife Atsede Dereje and my friends. I really appreciate the support they provided me in every step I went through.

## TABLE OF CONTENTS

<b>Contents</b>	<b>Page</b>
<i>ABSTRACT</i>	i
ACKNOWLEDGEMENTS	ii
List of Acronyms	vi
CHAPTER ONE	1
1. Introduction	1
1.1. Background of the Study .....	1
1.2. Statement of the Problem .....	3
1.3. Objective of the Study.....	4
1.3.1. General Objective	4
1.3.2. Specific Objectives	4
1.4. Research Questions.....	4
1.5. Significance of the Study .....	5
1.6. Scope of the Study.....	5
1.7. Limitation of the Study.....	5
1.8. Organization of the Study .....	6
CHAPTER TWO	7
2. Review of Related Literature	7
2.1. Introduction .....	7
2.2. Communication and its Importance in an Organization .....	7
2.3. Principles of Communication .....	9
2.4. Corporate Communications .....	10
2.5. Branding and Human Resource Management .....	11

2.6. Corporate Brand Communication Flow .....	14
2.6.1. Internal Communication	14
2.6.2. Internal Customer Significance	16
2.6.3. Why is Internal Communication Important?	16
2.6.4. External Communication	16
2.6.5. External Customer Significance	17
2.7. Interrelation Between Internal and External Communication .....	17
2.8. Definition for Reference within the Thesis .....	21
2.9. Why is Corporate Communication Important? .....	21
2.10. Theoretical Framework .....	23
2.10.1. Corporate Brand Communication Flow	23
2.10.2. Usage of Theoretical Framework	26
CHAPTER THREE	27
3.1. Research Methodology	27
3.2. Introduction .....	27
3.3. The Research Design .....	27
3.4. Overview of Organizational Background.....	28
3.5. Sampling and Sampling Techniques .....	29
3.6. Data Collection Tools .....	30
3.6.1. In-depth Interviews	30
3.7. Data Collection Procedures.....	32
3.8. Method of Data Analysis .....	32
3.9. Ethical Considerations .....	33

CHAPTER FOUR	34
4. Data Presentation and Analysis	34
4.1. Introduction .....	34
4.2. Data Presentation and Analysis .....	34
4.2.1. Managers Employed During Re-structuring of DBE	34
4.2.2. Managers Employed for Less Than Two Years Ago in DBE	36
4.2.3. Employees of DBE	38
4.2.4. Corporate Customers of DBE	40
4.3. Comparison.....	42
CHAPTER FIVE	44
5. Conclusions and Recommendations	44
5.1. Conclusions	44
5.2. Recommendations	46
REFERENCES	

## **LIST OF ACRONYMS**

**CEO:** Chief Executive Officer

**DBE:** Development Bank of Ethiopia

**DMAIC:** Define, Measure, Analyze, Improve and Control

**HR:** Human Resource

**PR:** Public Relations

# CHAPTER ONE

## 1. Introduction

This chapter introduces the topic of the study. It also establishes the background of the study, statement of the problem, and research question of the study. Objective of the study, its significance, scope and limitations are also included.

### 1.1. Background of the Study

Smart business managers know that good communicators and high spirited workers are productive workers and ultimately benefit their companies. Different aspects of effective organizational communication, such as high frequency, openness and accuracy, performance feedback, and adequacy of information about organizational policies and procedures are positively related to employees' feelings in the work place and job performance.

In an organization, communication facilitates the flow of information and understanding between different people and departments through different media using all the channels and networks available. This flow of information is vital for managerial effectiveness and decision making in general and for human resource management in particular as he/she has to be in contact with the managers of various departments, employees or workers and customers (Purves, 2005).

Communication helps to understand people better by removing misunderstanding and creating clarity of thought and expression. It also educates people. Communication may be written or oral, formal, informal, upward, downward, horizontal, diagonal, interpersonal, intrapersonal, interdepartmental, intra-organizational (Purves. 2005).

Communication brings people together, closer to each other. Communication is an important management function closely associated with all other managerial functions. It bridges the gap between individuals and groups through flow of information and understanding between them. Information is the most vital aspect for communication. Information is transmitted, studied, analyzed and interpreted and stored to serve the interest of corporate organizations, individuals and all entities engaged in multi-faced dimensions of professional undertakings. The manager

therefore has to take time to collect, analyze and store the information for decision-making and routine day to day business (Saunders, 1999).

Management is getting the things done through others. The people working in the organization should be informed on how to do the work assigned to them in the best possible manner. Communication is essential in any organization (Welch & Jackson, 2007). The importance of communication cannot be overstated.

Our ability to communicate with one another effectively is one of the primary reasons for the promotion and expansion of human civilizations. We can't effectively work together towards a common task or goal if we can't communicate. We can't preserve and spread knowledge without having a way to communicate it (Welch & Jackson, 2007).

The success of any company invariably depends on the extent to which it can engage itself in effective and efficient communication. With the dynamic of the banking environment, any change raises suspicions in customer and staff perceptions, so, there is a need for a special attention to the communication process considered in terms of internal and external perspectives. Internal communication is a communication among organization's management and internal stakeholders (Welch & Jackson, 2007).

The focus of internal communication is often to ensure that employees can support a decision and understand how it impacts on their work, whereas external communication is the one focusing on the audiences outside the organization (Welch & Jackson, 2007). Customer relations (branding) play an important role in external relations. External communication should promote the overall knowledge and awareness of the organization among different stakeholders. Both internal and external communications together are being identified as corporate communication. Therefore, this Study aims to explore the practice of internal and external communication in Development Bank of Ethiopia as, views from the perspectives of managers, employees and customers/debtors of the Bank.

The researcher selected DBE primarily because it is a state owned Bank and has been in service for about 107 years. Based on its long services the Bank is expected to have corporate communication experience than any other financial institutions in Ethiopia. The interest of the

researcher and no research had been conducted in relation to internal and external communication in banking sector of Ethiopia is the main reason for selection of the title.

## **1.2. Statement of the Problem**

Studying internal and external communication is important because of its valuable means of building trust between employees, management and customers within an organization.

Effective organizational communication is vital for building critical relationships that tie together the enthusiasm/eagerness, loyalty, trust of organization's employees by creating shared values and strengthen the employees to reach the organizational goals (Mishra & Mishra, 2005). Organizations that cannot create effective communication would move arbitrarily like a ship without a guide.

According to Mumby and Stohl (1996), groups and individuals are connected to an organization with communication phenomenon and organizational structure is constituted through communication.

Shared reality is occurred between members of organization via communication. Organizational Communication helps to transfer organizational objectives and goals to employees and intra-organization groups. On the other hand, communication provides opportunities of sharing organizational values and believes among employees (Demirel, 2009).

Organizational communication is as such vital phenomena; however very few studies were conducted by communication scholars in assessing its operational functioning in Ethiopia. Fikru (2014) conducted a study on the rate and status of satisfaction of customers and corporate staff by taking Oromia Regional State Government Communication Affairs Bureau as a case and Derje (2011) did a study on "The Effectiveness of Marketing Communication Channels: The Case of Commodity Exchange". These studies focus on measuring the satisfaction and approaches of communication in different organizations.

Furthermore, I have not come across, studies done in relation to internal and external communication particularly in the Banking sectors of Ethiopia. For this reason, the researcher

tried to study the practices of internal and external communication in DBE relating it with other available communication literatures.

Therefore, this study intends to explore how DBE practices its internal and external communication, and see to what extent its communication efforts helped the Bank to achieve its goal. Additionally, the study conducts a qualitative assessment on how internal and external communication processes have been complementing each other, and how employees and customers/debtors of DBE were affected by internal and external communication processes and how managers are valuing and evaluating it were explored qualitatively.

### **1.3. Objective of the Study**

#### **1.3.1. General Objective**

The general objective of this study is to explore the practices of internal and external communication of Development Bank of Ethiopia.

#### **1.3.2. Specific Objectives**

- To explore the internal communication among staff members and between employees and management of the Bank.
- To explore to what extent the communications between the Bank and its customers/debtors have been successful.
- To explore how internal communication helps in creating and maintaining teamwork between the managers and employees of the Bank.

### **1.4. Research Questions**

- How does the Development Bank of Ethiopia practice its internal and external communication?
- How are the Bank staff and its external customers affected by communication approaches of the Bank?
- How does internal communication help in creating and maintaining mutual understanding (teamwork) between employees of the Bank?

## **1.5. Significance of the Study**

The study tried to explore the practice of internal and external communication in Development Bank of Ethiopia. It attempted to explore internal and external communication among staff members, employees, management and customers/debtors of the Bank. Therefore, the study is useful for banking sectors of Ethiopia and other organization to know the importance of internal and external communication for the banking activity and success. Furthermore, as a result of its practical application, it will also allow DBE to assess problems and weaknesses related to internal and external communication.

In addition, the paper has a significant advantage for every employee to know the importance of internal and external communication in their daily activity. Also it attempts to come up with findings and subsequent recommendations that could possibly be replicated to other Banks as well. Finally, the paper will also help to trigger other studies in the area and can be used as an input for further research and policy formulation.

## **1.6. Scope of the Study**

Addis Ababa is the main headquarter for Development Bank of Ethiopia. Therefore, the research included only departments under headquarter of the Bank; because of scattered location of branches and logistic facility constraint didn't incorporate any other branch offices out of Addis Ababa.

The research is conducted by taking the time frame from January, 2016 to March, 2017 (fifteen months period after re-structuring). The abovementioned time frame was selected purposefully for exploring the practice of internal and external communication in DBE. This study only considers debtors of the Bank as external customers.

## **1.7. Limitation of the Study**

The limited-existence of local study in relation to internal and external communication in banking sector was a limitation in this study and in the findings leading to a challenge in any attempt to make an in-depth analysis the subject matter may demand. The other limitation of this

study is the unwillingness of the respondents to provide information and tap recording for the research.

### **1.8. Organization of the Study**

Chapter one establishes background, statement of the problem, and presents objective of the study. It also deals with significance, scope and limitation of the study. Chapter two is all about review of related literature. Chapter three presents the research methodology. Data presentation and analysis is what chapter four presents. The final chapter includes conclusion, summary and recommendation of the study.

## **CHAPTER TWO**

### **2. Review of Related Literature**

#### **2.1. Introduction**

The aim of this chapter is to provide literature review that may function as a relevant framework for the current research. The thesis is expected to studying the practice of internal and external communication in Development Bank of Ethiopia. Therefore, the chapter is designed to review related literature in order to develop experiences and restrict the study.

The study was also relay on DBE communication experiences in relation to internal and external communication. The chapter includes corporate communication, branding and human resource management. Besides that, other issues like corporate brand communication flow (internal communication and external communication) were discussed serving as a basis of empirical frameworks for this study.

#### **2.2. Communication and its Importance in an Organization**

Communication is the process of sharing information and crating understanding or sending and receiving information between two or more people (Harwood, 1953). The person sending the message is referred to as the sender, while the person receiving the information is referred to as the receiver. The information conveyed can include facts, ideas, concepts, opinions, beliefs, attitudes, instructions and even emotions (Harwood, 1953).

According to (Purves, 2005) and (Harwood, 1953), effective communication is significant for managers in the organizations so as to perform the basic functions of management, i.e., Planning, Organizing, Leading and Controlling. Communication helps managers to perform their jobs and responsibilities. Communication serves as a foundation for planning. All the essential information must be communicated to the managers who in-turn must communicate the plans so as to implement them. Organizing also requires effective communication with others about their job task. Similarly leaders as managers must communicate effectively with their subordinates so as to achieve the team goals. Controlling is not possible without written and oral communication.

Managers devote a great part of their time in communication. They generally devote approximately 6 hours per day in communicating. They spend great time on face to face or telephonic communication with their superiors, subordinates, colleagues, customers or suppliers. Managers also use written communication in form of letters, reports or memos wherever oral communication is not feasible.

Thus, we can say that “effective communication is a building block of successful organizations”. In other words, communication acts as organizational blood (Purves, 2005).

The importance of communication in an organization can be summarized as follows (Purves, 2005):

- Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark.
- Communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.
- Communication also plays a crucial role in altering individual’s attitudes, i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in molding employee’s attitudes.
- Communication also helps in socializing. In today’s life, the only presence of another individual fosters communication. It is also said that one cannot survive without communication.
- Communication also assists in controlling process. It helps controlling organizational member’s behavior in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management.

An effective and efficient communication system requires managerial skill in delivering and receiving messages. A manager must discover various barriers to communication; analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization (Purves, 2005).

### **2.3. Principles of Communication**

Lack of effective communication renders an organization handicapped. So, to have effective communication certain principles are to be as follow (Purves, 2005) and (Harwood, 1953):

- **Clarity:** The principle of clarity means the communicator should use such a language which is easy to understand. The message must be understood by the receiver. The words used should be simple and unambiguous. The language should not create any confusion or misunderstanding. Language is the medium of communication; hence it should be clear and understandable
- **Adequacy:** The communicator must carefully take into account that the information to be communicated should be complete and adequate in all respect. Inadequate and incomplete message creates confusion and delays the action to be taken.
- **Consistency:** The adequate information must be consistent with the organizational objectives, plans, policies and procedures. The message which is inconsistent may play havoc/destruction and distort the corporate interests.
- **Integration:** The principle of integration portrays/describes that through communication the efforts of human resources of the organization should be integrated towards achievement of corporate objectives. The very aim of communication is to achieve the set target. The communication should aim at coordinating the activities of the people at work to attain the corporate goals.
- **Economy:** The unnecessary use of communication system will add to cost. The system of communication must be used efficiently, timely i.e. at the appropriate time and when it is necessary. The economy in use of communication system can be achieved in this way.

- **Feedback:** The purpose of communication will be defeated if feedback is not taken from the receiver. The confirmation of the receipt of the message in its right perspective from its receiver fulfills the object of communication.

The feedback is essential only in case of written communication and messages sent through messengers. In case of oral type of communication the feedback is immediately known.

- **Need for Communication Network:** The route through which the communication passes from sender or communicator to its receiver or communicate refers to communication network. For effective communication this network is essential. The managerial effectiveness will also depend upon the availability of adequate network.
- **Attention:** The message communicated must draw the attention of the receiver staff and ensure action from him in the right perspective. The efficient, sincere/genuine and prompt manager succeeds in drawing the attention of his subordinates to what he is conveying.

## 2.4. Corporate Communications

Corporate communication is the methods by which large and medium size companies are communicate with customers, stakeholders and employees (pratapanony.com). Hence, corporate communication is necessary for all company in order to communicate effectively with both employees and the external audiences. Even though in a corporate communication department, external and internal activities have to be separated, as they both require a different approach to manage them (pratapanony.com).

Usually responsibilities of corporate communication managers involve the following: coordination of balance between external and internal audience, dealing with all the PR issues (introducing company usefully to the media or special events), organization of conference, show and exhibition, production of marketing materials, production of press releases, marketing research and evaluation etc. (scribd.com). All these responsibilities are necessary to establish corporate identity, corporate culture and brand equity through internal and external media.

Foremost, it is important to identify the primary responsibilities of internal and external communication managers. Internal communication manager has identified the following responsibility: to plan the goals strategically (with publications) to motivate employees. And external communication manager has identified following as very necessary providence of publicity and social activities for outsiders.

Both Internal and external communication managers pointed out that, these activities are very important in activation of the image of the Bank and for distributing information through publication and through different media networks. As of January, 2016 (after re-structuring of the Bank) corporate promotion and communication department had existed just for half a year (decided period for this research paper), it was necessary to evaluate the efforts of internal and external communication departments and the necessity/importance of corporate communication department.

## **2.5. Branding and Human Resource Management**

Nowadays, Human resource management is a crucial importance for every company's success. Organizations have to excel in marketing, communication and branding, and build bridges with these functions to create sustained corporate success (Martin, Beaumont, 2003). That's why it is very important to distinguish between these areas, but not unify them in one general human resource management.

In companies like Microsoft (Anon, 2002), corporate branding is of main importance promoting their business strategy, at the same time serving as the most important filter for estimating organizational change and key decisions. Historically, there have been weak links between marketing and HR functions, but companies are starting to realize that by aligning external corporate image of organization and internal employee identity, their engagements provide chance for HR to obtain a greater voice in business. Here special importance is given to global branding and international companies.

As in the process of globalization, branding and branding communication plays a vital role in strategic decision making (Martin, Beaumont, 2005). For some companies being an employer of choice means long term commitment from employees, indicated through organization's values,

goals and trust incentives, where it is matched by high commitment and low turnover responses from employees (Martin, Beaumont, 2003).

In a semi-structured depth interviews about the relevance between human resource management and branding, was found that branding is relevant in terms of employment (Tikoo, Backhaus, 2004). Branding and HR are linked very closely together, but at the same time there is an importance of corporate reputation, which provides a language and degree of conceptual clarity lacking in branding and HR (Martin, Beaumont, 2003). Corporate reputation brings together marketing and organizational studies, strategic management and communications (Davies et.al, 2003).

The work by Albert and Whetten (1985) has been concentrated on organizational identity and developing two core concepts “external image and internal organization identity”. They are also arguing that corporate reputation is formed between organization’s representatives and outside of the world (Albert, Whetten 1985). According to Schultz et.al, 2002, there are three dimensions to the formation of reputation:

- ✓ Informal interactions among stakeholders - sales meetings, employee storytelling, satisfied, dissatisfied employees.
- ✓ Business press - rankings, industry press ratings.
- ✓ Potential stakeholders - possible recruits, shareholders, government organizations (Schultz et.al, 2002).

Below figure 1, shows the relationship linkages between branding and HR. It is undisputable that views of employees are important in constructing organizational identity and image. Employees are used to construct the identity of organization through their experience and through the ways others talk about it (Martin, Beaumont 2005).

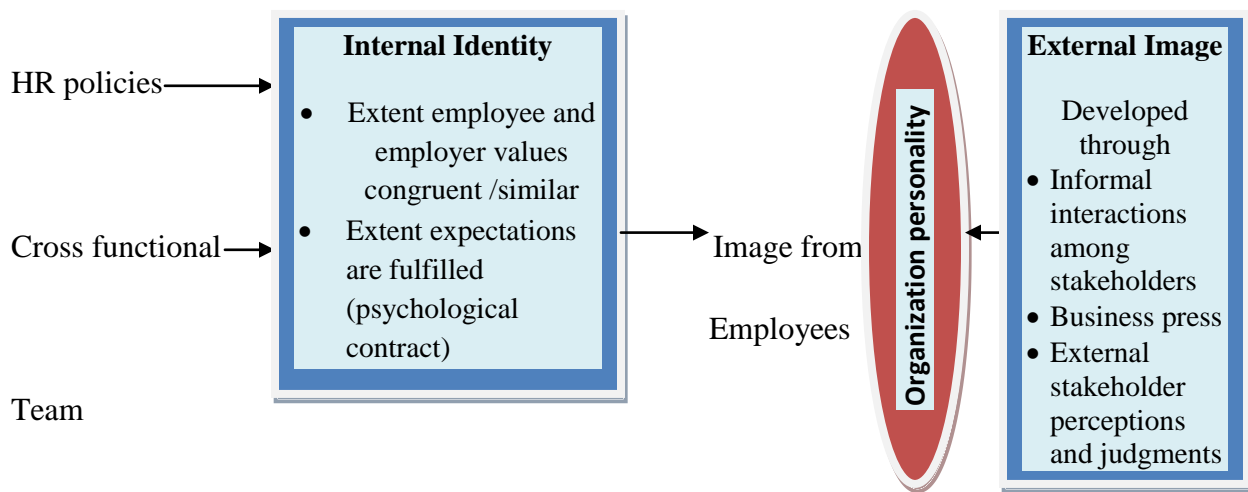
Martin, Beaumont (2005) has chosen to define organizational identity as following:

- Perceptions employees have of their psychological contracts - things what they expect, and what is really delivered, including fairness and just treatment (Pate, Martin, 2002); and,
- Stakeholder’s perceptions of the organizations personality - describing generic organizational personality types. The same questions can be asked to all stakeholders,

thus it allows the genuine alignment that would not be possible when testing just for identification through employee engagement alone (Davies et.al, 2003).

Figure 1: by Martin and Beaumont (2005) suggests: how HR practices can work through organizational identity and brand image to establish strong brand reputations?

Some of the Human resource practices include balance between ideological, relational and transactional elements; employment principle containing a novel, compelling and plausible message and employer of choice policy.



**Figure 1:** Martin and Beaumont, (2005). Mapping internal identity and external image

Figure 1 also highlights the importance of a brand team with the purpose of establishing brand image and identity. Also, as Martin and Beaumont (2005) propose, these teams should include members from different functional backgrounds, comprising staff from marketing, HR, communications and operations divisions. But these teams, according to Randel and Janussi (2003), can be influenced by several factors as functional backgrounds, personal identity and whole team’s demographic differences (Randel, Jaussi, 2003).

## **2.6. Corporate Brand Communication Flow**

### **2.6.1. Internal Communication**

As identified in the previous sections, internal communication is an important internal branding initiative that has to be successfully implemented to ensure brand's success. It is the communication within particular company. Successful internal communication departments know that communication is of a crucial importance. Kalla (2005) identified four different domains of internal communication: business communication, management communication, corporate communication and organizational communication. All these terms can be used as one single term internal communication.

Welch, Jackson, (2007) defined internal communication as following: "the communications transactions between individuals, groups at various levels and in different areas of specialization, that are intended to design and redesign organizations to implement designs, and to co-ordinate day-to-day activities". But Smidts et al. (2001) interpreted it as employee communication and applied to the considerations regarding employee communication with supervisors and colleagues.

Internal communication is the communication that exists within a company, between and among employees. It can take many forms, such as face-to-face casual conversations, formal meetings, phone calls, emails, memorandums, and internal wikis (a website that allows anyone to add or deletes or revises content by using a web browser). Communication within an organization is a key to success.

An organizations' adaptability to external changes relies on efficient communication internally (businessstraining.com). On the other side, Berger (2008) refers to internal communication as employee/organizational communication. Based on the article in the Journal of strategic communication management and other internal communication publications, it was found that internal communication operates five roles: communicator, educator, change agent, communication consultant and organizational strategist (Berger, 2008).

Alignment of the goals of individual employees to organizational goals is seen as an important task for internal communication. This alignment is necessary in order to build a strong organizational culture (Tkalac, Vercic et al., 2012). It is not possible to perform managerial

activities without using internal communication. Even though internal communication is a separate research field, in many organizations internal communications are located either in the 'Communication' or 'Human Resources' departments. The reason for this is that it is not seen as separate department (Tkalac, Vercic et al., 2012).

Internal communication incorporates both official and unofficial communication. Official communication constitutes memos, guidelines, policies, procedures, etc. whereas, unofficial communication extends in all directions among line staff members, meaning exchange of ideas, opinions, development of personal relationships and proverbial conversations.

Two decades before, Kithchen and Daily (2002) researched how internal communication makes organizations more effective. Several scholars have proven the empirical evidence on the positive relationship between internal communication and organizational effectiveness (Tkalac, Vercic, 2012).

Conduit (2001) is identifying main benefits of internal communication improved productivity, reduced absenteeism, higher quality of services and products, increased levels of innovation, fewer strikes and reduced costs. Because of the importance of internal communication and lack of empirical research, Tkalac and Vercic (2012) conducted a Delphi study in Europe to determine the perspectives of the topic among representatives of national associations in the Federation of European Business Communicators Associations. Respondents were coming from different European countries, and that was the reason why they were exposing multiculturalism. Some findings of Delphi studies were as following: respondents felt, that internal communication should motivate employees and in a result create value for the company.

Also Delphi data revealed, that areas like human resources, change management, organization development, marketing and general management, public relations, corporate strategy and corporate human resources and corporate communication are the closest perceived to internal communication. Participants also identified that writing, speaking, oral presentations, gathering and analyzing data and knowledge from the Internet are important skills for internal communication experts.

In a conclusion of Delphi studies was stated that the word 'internal' has to be redefined, as there is need for broader meaning of it. And here the question arises, if Euro-zone can be defined as an

organization. If there is agreement on that, then cultural impact on internal communication becomes important, but has not been discussed in the research so far (Tkalac, Vercic 2012).

### **2.6.2. Internal Customer Significance**

While internal customers may not necessarily purchase the products or services offered by their employer, the internal customer relationship also plays a key role in the business's success. In the sales example, the salesperson who does not work well with customer service may have greater difficulty placing orders or obtaining answers to his external clients' questions, resulting in a poor level of service. Strained internal relationships can also adversely affect company morale (Tkalac, Vercic 2012).

### **2.6.3. Why is Internal Communication Important?**

Organizations need to communicate effectively with their employees. It sounds simple, but the reality is less so. And as organizations get bigger, this becomes a more complex challenge. At the most basic level, you have to communicate well at the right time so employees know what is expected of them and what is happening in the organization. At a deeper level, for employees to feel engaged with their workplace and give their best, they have to believe their organization cares about their views and understand how their role contributes towards overall business objectives (Tkalac and Vercic, 2012).

Internal communication is vital for the purpose of helping employees to own the vision, mission and the overall goals of the organization and to promote a spirit of ownership of the objectives of the organization.

### **2.6.4. External Communication**

Also external communication is a very important corporate communication element. It is crucial for creating brand image and identity. "Existing and potential customers have perceptions towards the corporate brand based on the organization's external brand related communication activities, such as being exposed to the company's advertising and interacting with customer facing staff, particularly in the service sector" (Cheng, Punjasiri, Foster et al.,2010).

External communication focuses on audiences outside the organization as consumers, investors, regulatory bodies etc. Examples of tactics by external communication include factsheets, press kits, newsletters, magazines, brochures, news releases and annual reports" (Saunders, 1999, p.35). Also tactics as speeches, conferences, open houses and tours, public projects include tactics directed to external audiences.

According to Saunders (1999), external communication activities significantly contribute to company's earnings. And even though CEO's of the companies identify these activities as vital to the companies' success, they are not able to identify their impact (Saunders, 1999). Explanation for this trend may be that effectiveness of communication activities has been measured exclusively to the extent to which they meet communication goals. As an example here may be an increased awareness, positive attitudes and supportive action (Hon, 1997).

Saunders (1999) believes that good business habits drive good external communication. This means, that as companies begin to develop and prize the habits of excellence, a corresponding desire and need for good communication also increases.

## **2.6.5. External Customer Significance**

External customers are essential to the success of any business, as they provide the revenue stream through their purchases that the enterprise needs to survive. Satisfied external customers often make repeat purchases as well as refer your business to other people they know. A customer who suffers through a negative experience with a business, such as being treated rudely by an employee, can also hinder a business by dissuading others from patronizing it (Tkalac, Vercic 2012).

## **2.7. Interrelation between Internal and External Communication**

Now, when the distinctions between internal and external communication have been explained in sections 2.7.1 and 2.7.2, it is important to understand how successful communication can be ensured within the organization. Johnson and Spang (2000) offer three different explanations of the dynamic interrelationships between internal and external innovation related communication. Prior literature has been stating that innovation related communication is emphasizing

constraints posed by a person's formal position. Despite this fact, it has been recently advised that new designs provide opportunities for individuals to structure their own innovation related communication patterns.

Christensen (2001) argues that internal and external communication no longer exist as separate fields, as they have been superseded by the notion of fuzzy organizational boundaries. But, they use the term 'external organizational communication' for clarity and then go on to define it as public relations, marketing and issues management. This framework contrasts explanations from formally prescribed (functional specialization) and emergent theoretical positions (communication stars) (Johnson, Chang, 2000). In functional specialization model (first model), depending on formal functional positions, individuals are advised to focus on either internal or external communication. Communication stars model (second model) suggests that individuals are exposed to the same stage of communication in both internal and external communication networks.

Thus, the third model suggests a cyclical explanation, where depending on organizational requirements; individuals rotate their internal and external communication in a dynamic pattern (Johnson, Chang, 2000). To help organizations to adapt to their environments, a number of formal structures and functional roles are created explicitly to deal with them (Galbraith, 1974).

Boundary spanners are responsible for making a communication contact with external information sources and providing their colleagues with information concerning the outside environment. Those are people, who are mostly focused on information exchange and relationship building in order to create shared meaning and trust across 'boundaries' (Kiesler, Hinds, 1995). Boundary spanners are important for ideas diffusion between and within the organization. A boundary spanning literature has adopted a two step communication process with the intention that information is passing through boundary spanners, who act as opinion leaders in their organizations.

Following from functional specialization model, individuals will concentrate on either internal or external communication patterns over time (Johnson, Chang, 2000). Communication stars model states, that two distinctive external and internal communication roles can be played by the same person. Here research has been focused on boundary spanners who are communicating both

internally and externally (Johnson, Chang, 2000). Management research by Tushman (1981) recognizes boundary spanning activities from inside and outside organization. Sometimes, middle management requires individuals to be both internal and external stars, what establishes individual influence (Rangachari, 2009). Based on prior discussions, Johnson and Chang (2000) suggest that boundary spanners are focusing on both internal and external activities simultaneously.

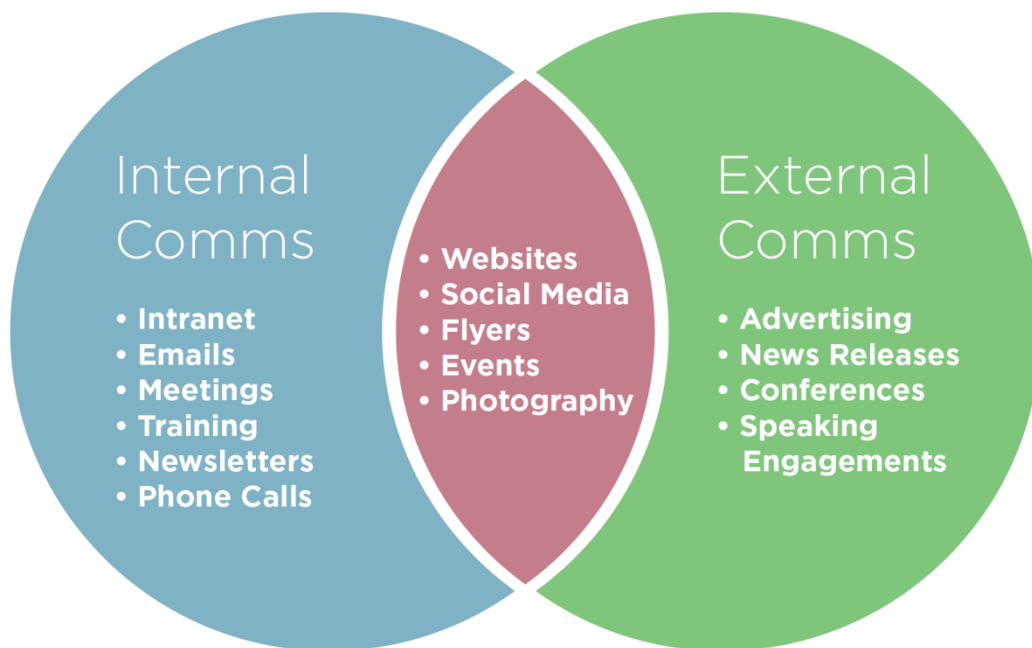
In addition, relevant information from external contacts is being filtered and feedback into organization. Lastly, cyclical model accounts for the interrelationships between internal and external communication patterns. Model advises that, for instance in case of role conflict, boundary spanners may focus just on one network, consequently internal or external. Some literature suggests, importing external ideas might result in considerable internal communication, generating internal innovations, which, in turn, are then exported to other organizations through external communications (Johnson, Chang, 2000).

In general internal communication denotes a type of communication within the organization. This is also known as inter-communication. When the inter-communication takes place between the employees of the same department, it is called inter-departmental communication and when it takes place between the employees of different departments of the same organization, it is called infra-departmental communication. The internal communications includes letters, memos, notices, instructions and orders.

The communication between the organization and the outsiders is called external communication. External communication is needed for smooth conduct and the progress of the business. This form of communication takes place through personal visits, telephones and postal services. The external communication includes acknowledgement, enquires, tenders, meetings, conferences and notices.

Basis	Internal communication	External communication
1.Purpose	Main purpose is to exchange information of various departments and division of the organization.	It is done mainly for maintaining relationship with external parties.
2.Types	Two types: Vertical and Horizontal communication.	No such classification.
3.Frequency	It occurs frequently in performing organizational activities.	It occurs less frequently than internal communication.
4. Distance	No significant distance between sender and receiver.	Significant distance exists between sender and receiver.
5. Coverage	Its coverage is limited within the organization.	Its coverage is broad with external bodies.

Johnson and Spang (2000), Interrelation between internal and external communication



Johnson and Spang (2000), Interrelation between internal and external communication

## **2.8. Definition for Reference within the Thesis**

In the previous sections of the thesis, various definitions within the branding and communication were presented. As the area of interest lies within the communication, corporate communication will be of the utmost importance. Even though, the more narrow definitions of external and internal communication will be used in this thesis:

### ***External Communication***

- *Focuses on audiences outside the organization as consumers, investors, regulatory bodies etc. Examples of tactics by external communication include factsheets, press kits, newsletters, magazines, brochures, news releases and annual reports (Saunders, 1999).*

### ***Internal Communication***

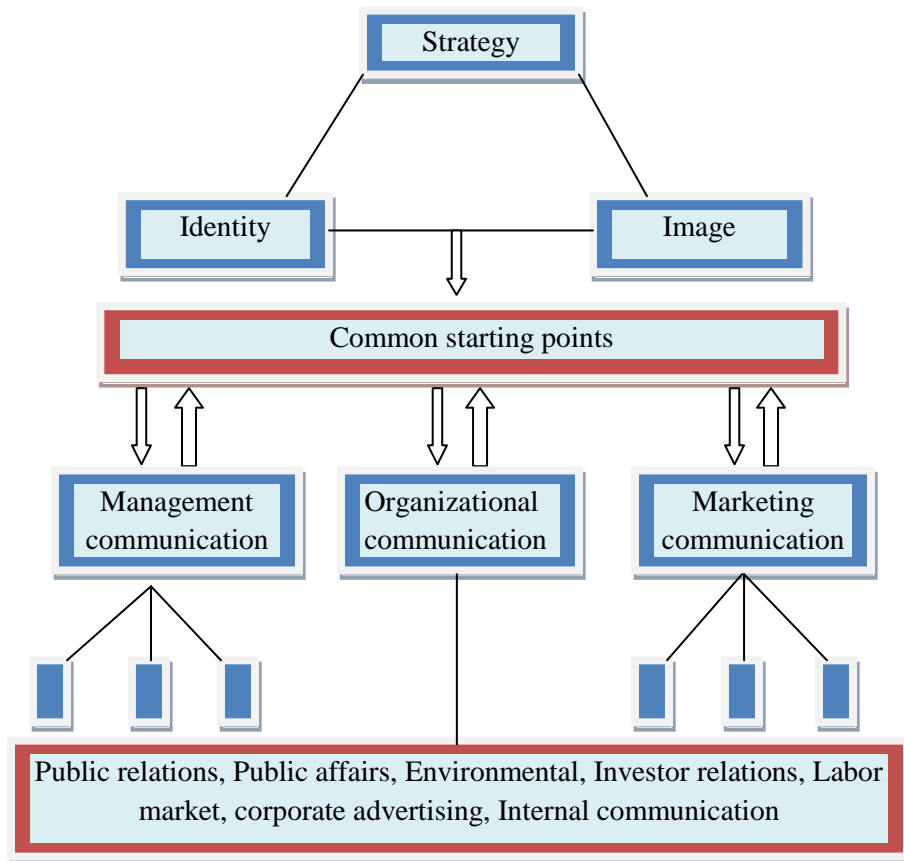
*Is the communication that exists within a company, between and among employees. It can take many forms, such as face-to-face casual conversations, formal meetings, phone calls, emails, memorandums, and internal wikis (a website that allows anyone to add, deletes, or revises content by using a web browser). Communication within an organization is a key to success. An organization's adaptability to external changes relies on efficient communication internally (Welch, Jackson, 2007).*

## **2.9. Why is Corporate Communication Important?**

Edwards (2009) have pointed out the importance of external communication, that it drives and attempts to increase recruits' and customer's awareness of the organization and reputation. And in the same time, internal communication is a major concern for inside organizations, as if poorly performed, may lead to the workplace inefficiency (Welch, Jackson, 2007). Corporate communication is the one that deals with organizational publics and stakeholders. It involves very important functions for success in organizations, as it comprises many fields and areas.

Van Riel's (1995) integrated corporate communication model, Figure 4, illustrates corporate communication in organization. Van Riel defines corporate communication as following: "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, so as to create a favorable basis for relationships with groups upon which the company is dependent" (Van Riel 1995, p.26).



**Figure 4:** Van Riel (1995), corporate communication flow:

Organizational communication focuses on the context of organizations and their communication process. Organizational communication can be seen as both a way to describe and explain organizations and an approach to communication as a phenomenon in them (Jones, 2006). Scholars are arguing that all communication is part of an integrated whole. Thus Welch and Jackson (2007) see corporate communication as an instrument of management.

The core task of corporate communication practitioners is building, maintaining and protecting the company's reputation (Cornellissen, 2010). In companies where role of corporate communication is not understood, communication practitioners feel undervalued, and their decision making processes are compromised and senior managers feel powerless, as they do not understand the company's environment and how these events can affect company's operations and profits.

Understanding an effective functioning of corporate communication is very essential and empowering for organization. This understanding allows managers and practitioners to lead the events of corporate communication and to identify opportunities for communication engagement with stakeholders in a company.

There are varieties of concepts related to corporate communication. Some of them mentioned by Cornelissen (2010) are mission, vision, corporate objectives and goals, strategies, corporate image and identity, corporate reputation, stakeholder, public, market, issue, communication and integration. Some concepts may be changed depending on organization. Managers in most corporate organizations have realized that the most effective way of organizing communication is by integrating disciplines and activities like media relations, issues management advertising and direct marketing.

## **2.10. Theoretical Framework**

Theoretical framework of this study was Corporate Brand Communication Flow (internal and external communications) which guides all ideas discussed here. Below, Corporate Brand Communication Flow (internal and external communications) concepts summarized and discussed in short.

### **2.10.1. Corporate Brand Communication Flow**

Corporate Brand Communication Flow (internal and external communication) was the preferred theoretical frame work to study the practice of internal and external communication in Development Bank of Ethiopia. Though, it is necessary to start with definition of communication, which establishes further linkage of external and internal communication processes in an organization. Communication can be defined as a tactic to achieve something (Cartier, Harwood, 1953). The key ingredient of communication: the more you communicate, the more issues you open up to address (Turler, 2004).

Cartier and Harwood (1953) express that the absence of unified communication theory is a large causal effect presenting lack of cooperation and coordination. There is need for a functional definition. When hearing word communication, we immediately think of words telephone,

letters, and radio. Shortly, it can be summarized that communication means the transfer of ideas among people (Cartier, Harwood, 1953).

On the organizational level the professionals of communication branding need in-depth understanding of communication concept to be able to derive the strategies and tactics contributing to engagement building. It is important to emphasize the difference between internal and external communication. Internal communication is an important factor for development of employment engagement (Welch, 2011). It can be understood as communication between organization's strategies supervisors and internal stakeholders, in order to promote commitment to organization with the means of belongingness, awareness and understanding of goals (Welch, Jackson, 2007). On the other hand, external communication is the one focusing on the audiences outside the organization, contributing mostly to company's bottom line (Saunders, 1999).

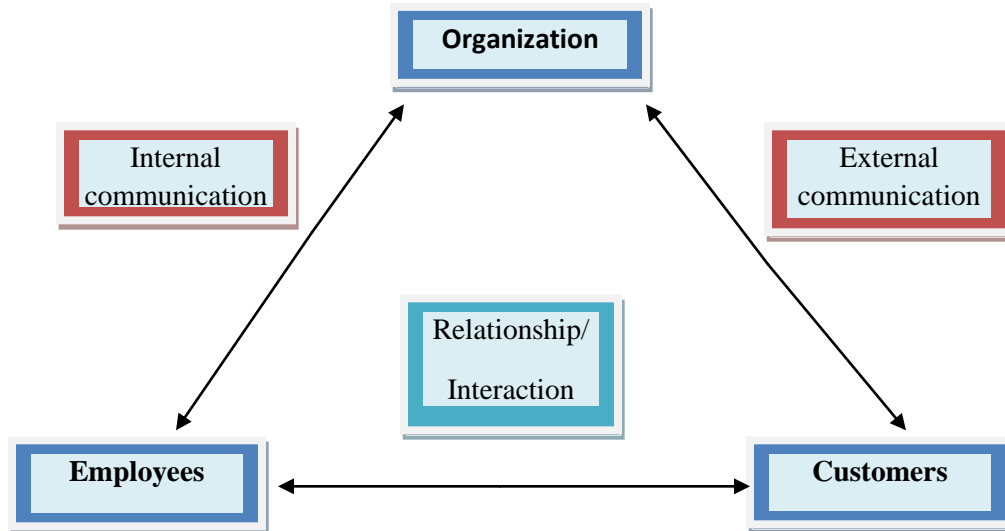
There is sufficiently more literature focusing on internal than external communication, as internal communication shapes the engagement of employees, conveying values of organization to all its employees (Welch, 2007). Both earlier introduced aspects of communication in organizations are identified as corporate communication.

There are close links of corporate communication to management communication and they are both very closely related to each other. The difference between two concepts is that corporate communication provides the discipline that is going much further than management communication, which is teaching, writing and spelling, but not the linkages to global environment and cross-cultural communication. Thus, both of fields suffer from the same problems (Argenti, 1996).

According to Purves (2005), communication is one of the keys for success for professionals. In service industries relationships with employees and customers are especially critical. The corporate brand communication flow can be represented as a triangle as in Figure 3, where there is interaction between three elements: organization, employees and customers.

According to Horrigan (2010), at the top of the triangle is represented organization, interacting with both employees (internal communication) and customers (external communication). Organizations are presenting the information about who they are and what is their brand like. In the same way, organization's brand is formed by employee and customer feelings and attitudes

(Kimpakorn, Tocquer, 2010). Within the services industry, organization's brand image is built from the interaction with organization's employees (Kimpakorn, Tocquer, 2010).



**Figure 3:** Horrigan (2010) corporate brand communication flow

The ultimate brand image of the organization is determined by the customers and their experiences with organization (Horrigan, 2010), and if the expectations promised do not reach an acceptable level; then the ultimate experience and valuation will be compromised and even the best service will not make up for unmet or not achieved promises (Balakrishnan, 2009).

Relationships between employees and customers are affected by their attitudes, perceptions and behaviors (Horrigan, 2010). Additionally, a bad employee experience with customer will affect his attitude as much as customer's attitude.

In a result, to ensure an effective brand value communication, it has to be understood firstly by the employee. As identified by Keller (2009), brands also have emotional characteristics. To ensure emotional coherence between brand, employee and customer, there should be a consistent communication between the organization, employee and customer (Punjasiri & Wilson, 2007). Therefore, it is necessary to successfully communicate the value of the brand and establish its differentiation within the marketplace to employees and customers.

### **2.10.2. Usage of Theoretical Framework**

The theoretical framework presented under the abovementioned sub title 2.10.1, used as complementary points in order to explain different aspects of the research problems. Corporate brand communication flow helped to describe the specific importance and practices of internal and external communication within DBE. In this research, the importance of internal and external communication practices expressed in a particular title is also essential to explore. It is also likely determined how internal and external communication is utilized by the managers, employees and customers/debtors of the Bank.

Corporate brand communication flow also contributes with knowledge regarding the interaction and formal communication within the Bank and how this affects communication of managers, employees and customer's of the Bank. This theories guide as a complete theoretical framework in regard to the problem presented in statement of the problem as well as the research questions. Furthermore, it uses for further investigation about the importance and practices of internal and external communication.

## **CHAPTER THREE**

### **3.1. Research Methodology**

### **3.2. Introduction**

Under this section, the methodology that was employed in the study is briefly discussed. The chapter includes research design, sampling and sampling techniques, data collection tools, data collection procedures and method of data analysis.

### **3.3. The Research Design**

This research is exploratory. The selected methodology for this study is qualitative. The research methodology chosen for this study was suggested by the objective of the research, statement of the problem and the nature of data intended to be analyzed. The study focuses on exploring the practice of internal and external communication in Development Bank of Ethiopia with special emphasis on corporate communication.

The most common qualitative method of collecting data is in-depth interview. The method is particularly suited for obtaining a specific type of data (Creswell2009). Thus, the research method used for collecting data to study the practice of internal and external communication in DBE was In-depth interviews. Through in-depth interview the researcher categorized the data obtained from samples and analyzed them carefully.

The main objective of this research was exploring the practices, objectives and outputs of internal and external communication in DBE. Hence, qualitative research approach is preferred to achieve the goal of this study. Yin (2011:8-9) forwards about five features of qualitative research which are summarized as follows: the first one is that qualitative research involves studying the meaning of people's lives, under real world conditions. Second, qualitative research differs because of its ability to represent the views and perspectives of the participants in a study.

Therefore, the events and ideas emerging from qualitative research can represent the meanings given to real-life events by the people who live them, not the values, preconceptions, or meanings held by researchers. Third, qualitative research covers contextual conditions, the

social, institutional, and environmental conditions within which people's lives take place. These contextual conditions may strongly influence all human events. Fourth, qualitative research is not just a diary or chronicle of everyday life. Fifth, it strives to collect, integrate, and present data from a variety of sources of evidence as part of any given study.

Therefore, the above mentioned qualities of this approach influenced the researcher to employ qualitative approach to the subject of the study.

### **3.4. Overview of Organizational Background**

The establishment of Development Bank of Ethiopia dates back to May 1909. DBE's aim was to support the public, cooperatives and private sector engaged in agricultural, industrial and manufacturing sectors. In its 107 years of service, the Bank has undergone through different structural and mission reforms following the different regimes' economic, political and social policies. Following the free market economy, the Bank has been re-established under the council of ministers regulation No. 83/2003. Currently the subscribed and paid up capital of the Bank has become Birr 7.5 billion. The Bank is regulated by the National Bank of Ethiopia, and supervised by Board of Management and Public Financial Enterprises Agency for its regular operation and modernization to comply with international standards. The Bank has 2,214 man power as well as 13 District and 110 Branch offices throughout the country (2<sup>nd</sup> quarter Bank report, December 2016). DBE head quarter is located in the metropolitan/city of Addis Ababa.

Currently, the Bank mainly provides loan for projects that fall under the priority areas of the development strategy of the nation focusing on GTP II in the field of export oriented manufacturing and agro processing. Moreover, the Bank is mandated to provide lease financing service to Small and Medium Enterprises. In addition, the Bank is also responsible for the implementation of the Grand Ethiopian Renaissance Dam Construction projects through Hidase Bond sales.

The Board of Directors of DBE is composed of nine members appointed by the Government. The Bank's President manages the overall activities of the Bank with the assistance of five Vice Presidents who are in charge of different functions. The Bank is recently re-structured in the form of Directorates, Offices, Districts and Branches.

Corporate Promotion and Communication Department of the Bank (after the re-structuring in January 2016), has 13 staff: one Director, two managers, three senior communication officers, four communication officers, one junior officer and two secretaries. For many years that preceded the restructuring of the department, Business Promotion and Communication Process Department was coordinating all the internal and external communications activities of the Bank. Now, the newly re-structured corporate promotion and communication department is in charge of the overall work of internal and external communication of the Bank.

### **3.5. Sampling and Sampling Techniques**

Samples are very important in research because it is not feasible for a researcher to study the whole population. In other words, samples are preferable because they are cheap and quicker. This study used purposive sampling because it gives a chance for the researcher to apply his/her expertise knowledge to select samples which he/she thinks represent the population.

During the preliminary study, the researcher found out that DBE has interest on this research to be conducted. Thus, the Bank management permitted the researcher to conduct in-depth interviews with Bank managers, employees and customers/debtors towards internal and external communication practice of the Bank.

The interviewees were chosen for the following reasons: Both the managers and employees of the Bank are those who are carrying the role of motivators and informants in their departments. On the other hand, the customers of the Bank were also perceived by the researcher as external communication variables. Internal and external success of the Bank is dependent on the motivation and active engagements of the managers and employees, who are often as mediators between management and customers of the Bank.

The study used prior decided strata/group of the population/sampling. This was chosen with the aim to tackle the limited time constraints and resources. According to Dymon and Holloway (2002) strata/group of the population/sampling is an optimum for conducting interviews within limited time constraints and resources.

The above definition of the strata/group of population was applied as follow:

- Three interviewees must represent the strata/group of department managers that were employed during the re-structuring of a Bank.
- Three interviewees must represent the strata/group of department managers that were employed for less than two years in Development Bank of Ethiopia.
- Eight interviewees must represent the strata/group of Bank employees that have been employed after the re-structuring of the Bank.
- Six interviewees must represent the strata of registered corporate customers/debtors after the re-structuring of the Bank.

A total of **20** interviewees were chosen purposefully and organized in **four** strata/groups as stated above. The availability and relevance of interviewees, limited resources and time determined the researcher to limit the sample size to be twenty.

Managers, employees and customers/debtors of the Bank were the main sources of data for this research. In addition to their role in communication processes between the Bank and management, they are responsible for corporate communication and provide a valuable outlook for evaluation of internal and external communication processes in their own department and the Bank as whole.

### **3.6. Data Collection Tools**

In order to answer the research questions, data collection methods are used primary and secondary data. The primary data were collected through a semi-structured in-depth interview and internal Bank's report. The secondary data were referred from different supportive communication literatures and then analyzed.

#### **3.6.1. In-depth Interviews**

It was necessary to ask the questions to get answers to different external and internal branding questions, which were done by interviewing a total of twenty interviewees: 6 Managers, 8 Employees and 6 Customers of Development Bank of Ethiopia.

In-depth interview gives opportunity to relevant members in the organization to offer detailed information and express themselves. According to Daymon and Holloway (2002), in-depth

interviews are useful form in communication studies, because they allow exploring the perspectives and perceptions of stakeholders and publics. In the best way, interviews should be conducted in a collaborative fashion that interviewees become able to express their opinion on topics that are of interest to them.

The key feature of the interviews is that they allow the researcher to understand the point of view of the interviewees. From researcher's perspective, if something interesting and novel appears, the researcher has a freedom to prompt for more information; not sticking to the research instruments prepared prior conducting the interview. From the perspective of the interviewee, it gives more control over the interview and allows them to accent/pronounce things what they prefer most. So, the responses of interviewees can be slow and thought through or spontaneous and honest.

Here the task of the interviewer is not to proceed too fast with all the questions, but also follow up and clarify the meanings of the words or phrases, which are not understood for interviewee. Daymon and Holloway (2002) indicate that another benefit of interviews is that the responses are the subjective views and the researcher's understanding is fully based on evidence from participant's views and his/her own interpretations which might also be informed by personal experiences.

Interviews can be formal and pre-planned or informal. The aim of all kinds of interviews is to elicit or draw out information by searching in the past and present experiences of the participants in order to discover their feelings, perceptions and thoughts. Usually in the interview process the responses to initial questions determine how the interview will further develop. Then the interviewer continues with the same questions along the same lines. Daymon and Holloway (2002) also disclose that interviews can be structured or unstructured or, semi-structured.

Qualitative research is usually engaging in unstructured and semi-structured interviews, as they are more flexible compared to structured ones. Semi-structured interviews are commonly used in qualitative research (Kvale S. 1996).

As a qualitative approach to data gathering, the researcher employs personal (face-to-face) interviews with managers, employees and customers of the Bank. There are a number of reasons why this tool has been employed for the study.

- ✓ Firstly, it helps the researcher to get the in-depth perspectives of Bank employees and managers about the practice of internal and external communication in their organization/DBE.
- ✓ Secondly, it is possible to double-check the data gathered through qualitative methods. This means to confirm whether their practice goes or not with what they say.
- ✓ Finally, the interview with key Bank managers, employees and Bank customers/debtors is an important instrument to answer some of the research questions mentioned in the study.

Semi-structured type of interview has been used for the study. This helps the informants to speak freely about the practice of internal and external communication in their Bank.

Having taken all these vital perspectives into consideration, a comprehensive qualitative in-depth interview was applied in this research to find out communication practices and their implications in DBE.

### **3.7. Data Collection Procedures**

Based on the research objectives, the interview questions were primarily prepared. Then, the interviews were conducted and the responses were properly taken and organized later. During all the interviews, the researcher relied on taking note, rather than audio-tapping. On the average, the interviews took 45 minutes per interviewee. Finally, the interviews were interpreted and analyzed.

### **3.8. Method of Data Analysis**

After conducting the interviews; the researcher analyzed the notes and prepared the full report. The interviews were analyzed using themes that emerged from the interviewees' own words. The key statements, ideas, and attitudes were expressed under various topics. Thematic analysis refers to category segment/strata of qualitative data into meaningful (significant) themes. It aims to understand and know the data. When data is analyzed by theme or strata, it is called thematic analysis (Braun, V. and Clarke, V., 2006). This type of analysis is highly inductive, that is the

themes emerge from the data and are not imposed upon it by the researcher (Braun, V. and Clarke, V., 2006).

Thematic analysis is one of the most common forms of analysis in qualitative research. It helps in identifying, analyzing and reporting patterns (themes) within data. It minimally organizes and describes your data set in detail. However, frequently it goes further than this, and interprets various aspects of the research topic (Braun, V. and Clarke, V. 2006).

Finally, the written data was translated from Amharic to English and then, analyzed by grouping similar responses/strata together. The data has presented in a narrative form.

### **3.9. Ethical Considerations**

Research ethics primarily deals with the interaction between the researcher and the research population being studied. Mack et. Al. (2005) has identified basic categories of principles to be considered in research ethics such as relationships with participants, intellectual property, fabrication of data, and plagiarism among others. So, the following points were taken into critical consideration while conducting this study:

- I disclosed who I am and why I was there.
- I briefly explained what participating in this particular research means to the participants. So, they had an appropriate consent about why they were participating.
- Participants were selected voluntarily and guaranteed the right to withdraw from the participation at any time.
- Informants were confirmed of the confidentiality of their responses.
- Interviews were conducted in DBE for the convenience of the interviewees.

## **CHAPTER FOUR**

### **4. Data Presentation and Analysis**

#### **4.1. Introduction**

In this chapter, the data, which was collected as per the objectives of the study are analyzed and presented. The qualitative data were gathered through in - depth interviews and Bank reports. Similarly, the analysis would be based on literature reviewed and the framework set out in chapter two.

#### **4.2. Data Presentation and Analysis**

Interview data from members of one group (ex. Management of DBE) were analyzed independently first and, later data from all groups were analyzed together by comparing and identifying similarities and differences in relation to internal and external communication.

##### **4.2.1. Managers Employed During Re-structuring of DBE**

The first three department managers (two males and one female) identified that the aim of internal communication is to establish better communication and to improve interaction among structural units in the Bank, and the external communication is aimed at improving the overall image of the Bank. Thus, the three interviewees were in doubt about the complete understanding and mission of employer branding. They admitted that they sense that there is a gap between management of the Bank and their employees in this respect.

Regarding external communication activities, both managers identified that they are taking part in different contests/challenges, extended activity and other activities. But, in relation to internal communication the Bank has more staffs and it is very hard to collect all the employees in one place and time (this was mentioned as a specific aspect of the Bank were placed in a different Zonal and Woreda towns). Frequently there was a need for organization of meetings with employees, where the main subjects discussed were concerned with the Bank's growth.

When moving towards the perceptions, it was admitted that informal meetings are the ones from which the most benefit can be derived. But in the formal meetings employees are not always as active, as they perceive them more like 'I have to be here and listen to it'. They admitted organizing short meetings every morning 5 minutes before work or before weekend. Important meetings were usually organized once in a quarter or three months.

When talking about the corporate communication activities, they admitted that they have been successful. For instance corporate promotion and communication department has been engaging themselves into an event in co-operation with exhibition center. They admitted that in general corporate promotion and communication department was engaging Branches in different activities.

They had a previous working experience in other Bank and when comparing, they told that the cooperation between departments in Development Bank of Ethiopia is very strong and helpful and that the information is always handed to the right person and employees can always come and ask for something being sure that they will be heard. They admitted that there is always place for improvement and suggested to involve employees in all the communication process, as they really are not so involved in the internal and external communication at the moment. Accordingly, communication needs to delegate managers, who should transfer all the information received further to the employees.

Interviewees revealed that due to the corporate promotion and communication incentives, activity and motivation of employees had risen, there was good feedback from customers, the reputation of the Bank had improved and employees were becoming more loyal. They admitted it is very important to be opened as a leader and help employees, which also improves the working climate in the Bank. Also small talks are very useful, so employees can express their opinion with regards to something, and it lowers the possibility of some collected anger, which will spill out at some on one point.

Interviewees acknowledged that the mood of the manager is very important as it influences employees really much and if, for instance, there are some employees who do not want to be involved in some competition, good mood and excitement of the leader is one of the most important keys to success in this field and the other employees are getting motivated (excited with the idea). Interviewees noted that the specific of DBE culture is that all the changes are not

perceived negatively first, but in their teams all the employees are experienced and professional, and are willing to engage in new things. They admitted that the most effective internal communication affair is informal or formal training.

As the most common reason for conflict among customers and employees they pointed out to be the break of communication at some point of the time makes miscommunication. Bank has introduced a customer feedback box, where everyone willing to express his/her opinion can freely do it. The main consequences of successful employee branding are satisfied customers, it is easier for employees to achieve the overall result, they feel better, more satisfied, it is easier for them to provide customers with necessary information, and it leads to the raising quality of work, and motivation also rises.

#### **4.2.2. Managers Employed for Less Than Two Years Ago in DBE**

The next managers (three of them are males) employed before and after the restructuring of the Bank, these managers could make a clear distinction between internal and external communication. It were identified that internal communication is created for the purpose of informing employees about the vision, achievements, and goals of a Bank. Interviewees also identified that external communication is the popularization of the Bank's value to the clients in order to gain positive image in the media and social networks. By giving quality services the Bank is advertising itself and it helps to attract more customers.

Interviewees representing the second strata were completely sure that successful corporate communication could contribute to more satisfied employees by increasing their feeling of prestige. Interviewees also admitted that nowadays it is very important for Banks to be socially responsible. As an example, they used some advertisements from social networks and/or advertisements on TV. This is very common that a Bank is sponsoring different events and it helps to develop the images of the Bank.

Moving to the corporate communication perceptions, interviewees were happy in admitting the Bank is organizing many events for employees and leaders together. For example contributing and sponsoring to the great renaissance dam, May 28, downfall of dergue and sponsoring health

related sport events. The interviewees suggests having more events, as they are the ones that gathering a lot of positive energy and motivation. From the interviewees' perspective, activities of the corporate and promotion communication department have not been left unnoticed and their work has improved significantly. In the Intra (employee communication and information platform) there is an opportunity to learn to know each other. And the communication has become more structured among the departments.

Lastly, interviewees admitted that with time, activities of internal and external communication have changed the activity of employees and they are more actively participating in daily discussions. Interviewees have identified four types of employees: ones who are happy about everything, others who are criticizing, ones who do not like anything and the ones who do not have any opinion. Managers admitted that since the restructuring of corporate promotion and communication department workers finally understand the engagements of it and they are given possibility to get know them more detailed. When people know more about the corporate communication, they can position it in their minds, and it also helps them to do the work in a more qualitative way.

Interviewees also revealed that employees are becoming more familiar with the events being sponsored from the side of external communication. Manager also admitted that the motivation is rising if an employee sees that someone has been promoted in the Bank, this fact gives him/her stimuli to work harder towards the achievement of his/hers goals. Interviewees were very open about the Bank's engagements. As an example they were identifying the grand renaissance dam, that the Bank was one of the contributor or sponsor. From their point of view, it shows that the Bank is more focused on its clients and is socially responsible, which also increases their loyalty. The Bank is mostly sponsoring development related events, at the same paying attention to the society's at the most important and sensitive issues (green development).

All the events are optional, and the ones who want to participate will always do. And the ones who do not want to take part the managers are asking at least to support by encouraging up automatically they become a participant. Managers admitted that it is of an enormous importance to have meetings in the office or Bank 5 minutes before every day and once a quarter. Besides that they claimed that the atmosphere in their Bank is very friendly and it is very important to be supportive understanding each other, as the job in the Bank is very responsible, requiring more

attention and mistake can cost very much. Sometimes it is important that when feeling bad, employees are offered support from managers and fellow employees and he/she can do other less responsible job or just go home.

In order to increase the success of communication, interviewees suggested that there should be more informal events, because Bank is a formal place. But at the same time they draw attention that Bank is working with customers' money, and it's very sensitive information, so the events cannot be organized at the working place during the working hours, as it would be a direct signal for the clients that Bank is not focused on its work. There should be trust from the client's side that the client's information will not be available on the Internet or discussed at the coffee (confidential).

Interviewees also suggested that, regarding external communication, there should be provided more support to target groups. Because, media is mostly focusing on the negative news and the reaction of the society can be seen on the events by people participating and expressing their support to them. They admitted that not always management sees that clients first turn to the Bank employees, who are also serving as main information disseminators. By their opinion, this is the most useful way to make positive advertisements.

### **4.2.3. Employees of DBE**

The entire eight respondents were DBE employees. The employee's interviews were conducted in-person and then analyzed. It is better to understand how employees of the Bank think about communication in DBE. Four interviewees were young women and three were males, under the age of 30 and 40 respectively.

All eight had worked for DBE for less than two years. In this type of organization, employees expected to work closely together, often as a team, to complete a customer transaction. Using group analysis, several themes emerged analyzing the interview of each employee: talking with their managers, people, and their impact on the customer. Overall, employees focused on the interpersonal aspect of their relationships to explain how communication works in DBE.

All eight employees mentioned the importance of being able to "talk" to their managers. Employees feel that the openness of all employees were allowed them to not only become better

employees, but enabled them to enjoy their job more. Communication is not always that clear though. Sometimes people get overlooked or missed. It's not clear that you were supposed to tell anybody else that. When asked about the ways they communicate at work, either in person or via email, the eight employees at this organization all said that face-to-face communication was the way they enjoyed talking to their managers and to each other. One of lady interviewee described her communication with her manager as face-to-face, rather than by another communication means, such as email.

All eight employees explained that questions about how they felt their work was going were interesting to them. The interviewees appreciated the proactive approach employed by their managers during their interaction on daily business at the bank. Although the interviewees had positive things to say about their relationships with their managers, they also described how miscommunication had affected DBE experience in the past.

The problems occur when managers sometimes fail to listen to their opinions and read their feelings on various issues of operational issues. The interviewees said they appreciate the opportunity to talk face-to-face with their managers. These employees articulated that, the degree of openness in that face-to-face discussion depended on the willingness of their managers to engage with them.

They all agreed that it was obvious which managers were truly "open" to give and take opinions and which managers were not able to handle openness as well. The interviewees described the managers were in most cases were open-minded and willing to listen to their subordinates. Whenever they have an issue, they just go to talk to them and the door is always open.

As a result of communication in DBE, employees said that they can figure out quickly which managers they could trust based on how open they are in their communication, which they feel makes them more committed to those managers. The interviews also appreciated the opportunity to get feedback from their managers on their job performance. They believe that this feedback suffers, however, when DBE is under stress, such as staff turnover, under achievement etc.

They also feel that smooth communication between the employees served to enhance their own experience as well as their customer's experience. The way we interact with each other, the

feeling is different when you have those colleagues that are happy when they come to work and they love what they are doing.

The interviewees agreed that the favorite part of their job is the people they interact with both their co-workers and their customers, and they believe that good communication is important for the work environment and the customer environment. The final theme the employees described was the way their actions affect their customers.

Four employees from the interviewees believe their own communication style or ability would influence their relationships with their customers. They also described a connection between the ways they worked with their staffs and how it affected their customers. We all come from different places and we all share different experiences with each other. So they think people see that and that they think it is an easy job. The interviewees understood that their work behavior directly influenced how customers perceived them and their company. As a result, they felt they were aware that they were highly visible in what they said and did. Overall, the employees believed that their actions on their jobs affected their customers.

Finally, the interviewees were very aware that a positive communication experience could enhance not only their own work experience, but their customers' experiences as well. Employees also understood that their job satisfaction affected customer satisfaction.

#### **4.2.4. Corporate Customers of DBE**

All six respondents were DBE customers/debtors and they are participating in different manufacturing and agricultural sectors. The customers chosen for the study were from the following organizations: Engels cotton and textile P.L.C: Oromia regional state Sendaffa town, ELSI Addis (textile manufacturing) P.L.C: Oromia regional state Adama town and Sepa agriculture P.L.C: Beneshangule Gumuz regional state Kamashi zone. The interviews were designed in order to get information from the customers of DBE in general on the customer's service delivery.

The first of these questions were: how the Bank and its customers are affected by internal and external communication in their communication with the Bank? The most common obstacle in the answers of the interviewees was rushing to meet customer's needs.

Altogether four interviewees pointed out that the rush and lack of time was the biggest obstacles in delivering the quality customer service. In a hasty situation it is not possible to handle requests as good as one would hope and the answer given in rush might seem very impolite and it lacks positive and courteous communication. There is no time to concentrate on issues as there are many overlapping tasks on pipeline to be done at the same time. Also because of the rush it is not possible to develop smooth communications and better working environment.

Two persons had answered that capability of Bank employees to be give quality service is the biggest obstacle for communication at the moment because of the short working time in the organization. The efficiency of internal communication was also criticized by those two interviewees. The interviewees claimed that the upcoming tasks and tasks that belong to somebody else but they has to do them were prohibiting from doing the normal work tasks. Also, not reacting to messages and requests was mentioned as an obstacle.

All interviewees highlighted that the importance of customers focus and especially the equal importance of internal customers compared to external customers should be needs continuous training to Bank employees will better for creating better communications. Better working spirit should be a result of smooth communication. Therefore, the Bank should give special attention to improve better working spirit and communications.

### **4.3. Comparison**

The entire interviewees were noted the positive influence of corporate promotion and communication department in the Bank. It can be seen from all the four strata interviews that they are viewing the work of corporate promotion and communication department as good.

The first interviewees (strata) were focusing mostly on the role of the leader as the main creator of smooth working climate in the Bank. Even though it was very hard to organize common events, as the Bank offices or Branches were located in different zonal and woreda towns, they attempted to find different time and meeting points for communication with all the employees, including both active and not so active.

All the four strata interviewees had the same opinion about the better working climate in the Bank, admitting that employees are very friendly and always willing to listen and support each other. Both the first and second strata interviewees were similar with their very positive and active attitude towards corporate communication activity.

All interviewees had mentioned the importance of internal and external communication in better way. The interviewees also admitted that they are like information disseminators between management, employees and customers, and very often it is a time consuming process, and they would like the information to be more easily accessible and not so time consuming for the employees and customers.

The third interviewees (strata) were very aware that a positive communication experience could enhance not only their own work experience, but their customers' experiences and employees must understand that their job satisfaction affected customer satisfaction. The fourth interviews (strata) also highlighted the equal importance of internal customers compared to external customers/debtors should be needs continuous training to Bank employees will better for creating better communications.

At last, all the Bank managers, employees and customers have stressed the importance of corporate promotion and communication as a department in the company, admitting that the external and internal communication is a crucial importance for everyday life in a formal and responsible environment as a Bank. This is why, from all twenty (four strata) interviewees it can

be summarized that their views regarding the importance of corporate promotion and communication were similar, whereas the solutions offered for improved communication were slightly different.

## **CHAPTER FIVE**

### **5. Conclusions and Recommendations**

This chapter deals with a brief summary of the study and recommendations. The researcher basically tried to summarize what the research has been all about; how it was undertaken and the major findings it came up with. Based on the findings, the researcher makes some suggestions that may help with the future improvement of internal and external communications of DBE.

#### **5.1. Conclusions**

Bring to mind from the statement of the problem section, the main aim of the thesis was to find out how DBE practices or organizes internal and external communication, and how making them more effective?. This was the main research question, and to make a more narrow focus, in the following two narrower problems were derived from the first problem: are internal and external communication processes complementing each other and how are employees of the Bank affected by internal and external communication processes and how Bank managers are valuing them?. The main aim of the thesis was to answer these questions based on the theory and also practical qualitative face-to-face interviews.

As shown in figure three, corporate communication can be classified in three ways: between employees, organization and customers. This is also what the managers, employees and customers of the Bank were mainly focused on during their interviews. They emphasized the importance of successful work of corporate promotion and communication department that is handing the information to the managers, who are afterwards informing employees, who are sending information further to the customers/debtors.

Corporate promotion and communication department has to pay more attention to the employees, as sometimes they may feel excluded from all the processes and feeling that information is surpassing them. Listening to the employees and letting them to express their point of view would also contribute to the higher activity in various events and contribute to the increased motivation.

Furthermore, organizations have to ensure in delivering a fair Psychological contract to their employees, what was also touched upon in external communication section. Employees have to be trusted and motivated accordingly as it have the primary influences on their job with clients. This is important in building workshops or learning seminars, where employees can feel on the same level as their managers and be the ones who can influence organization's work.

From other point of view, all the employees in company are focused towards delivering satisfaction to the organization's external customers and this is where internal and external communication have to work together to ensure in spreading information evenly across all the Bank offices and Branches, which are working with customers. For corporate promotion and communication department it is very necessary to find out what each group of customers and stakeholders expects and needs from the product or service.

Development Bank of Ethiopia has already started to work on implementing the customers/debtors feedback boxes in their offices, where everyone willing to express their opinion, can freely do that. This will give customers of the Bank more feeling of belongingness and opportunity to evaluate and improve the services. These were identified as the major root causes for customer dissatisfaction: absence of customer oriented metrics, various invisible factors, deficiency of work instructions and employees' lack of communication skills

Customer feedback boxes are aimed at eliminating these above identified factors. In order to create a successful corporate communication program, company has to form their corporate communication strategy, understand existing stakeholders, are willing to communicate openly and effectively and have an effective feedback mechanism.

In general, the results of the study showed that Bank managers, employees and customers/debtors evaluate the work by corporate promotion and communication department as good. Besides, all the interviewees perceive Development Bank of Ethiopia as being a very good place to work, primarily because the atmosphere is very friendly and they engaged in improving internal and external communication.

## 5.2. Recommendations

The aim of the thesis was to propose how the practices of external and internal communication can be made more effective. To evaluate the effectiveness and improvement of internal and external communication, particular study was developed to illustrate how and should be improved corporate promotion and communication department from the perspective of Bank managers, employees and customers/debtors.

As a result, the researchers' recommended the following summarized points for improving the work of corporate promotion and communication:

- **Team building:** various trainings with mixed groups are not just contributing to better communication process inside the company, but also providing with an opportunity for critical feedback. One way of organizing the training would be analysis of the previous events, where employees would be able to pick the ideas and express their opinion.
- **Creation of internal newspaper:** as noted from the interviews, managers would like employees to have their own newspaper. Intra (employee's communication platform) main purpose is to inform employees about the news, results and goals. But employees also need a more informal information source, where the interesting facts, photos and events could be published.
- **Determine the key measures for communication planning:** corporate promotion and communication department has to create the process map, where the inefficiencies will be listed and the goals for the improving them in future will also listed. It is important to identify two different target groups: internal and external, by focusing and approaching them separately.
- **Structure the information:** information is not always structured, when it reaches the employees, as not all of the managers are able (because of the time constraints and information overload) to provide all Bank employees with the same information. Corporate communication has to ensure that information has to be easily accessible for everyone in the company. And probably the best suggestion would be to separate the information targeted at the Bank employees and managers. It would contribute to easier information access in case of communication with clients

- Create a risk management assessment: suggest that risk management assessment means, that communication department prepares an assessment in case of what could go wrong and how to react to that if it happens. The good way to implement this would be in the employee training, where they could be asked to deal with process failures that communication department is most probably too faced with. Examples can be resource constraints, technical breakdowns and internal/external resistance to change.
- Assure continuous improvement: it requires very close supervision. There were organized quarterly meetings, where senior leadership was visiting the department with the aim to review and explore its development and further opportunities.

## REFERENCES

- Anon, S. (2002). The 100 top brands. Business Week (Aug 5th).
- Argenti, A.P. (1996). Corporate Communication as a Discipline: *Toward a Definition*. Management Communication Quarterly 10.
- Atkinson, P., Coffey, A., Delamont, S. & Lofl, L. (2001). *Handbook of ethnography*. Thousand Oaks, CA: Sage.
- Backhaus, K. & Tikoo, S. (2005). *Conceptualizing and researching employer branding*. Career Development International.
- Bal, M, P., Lange. H.A., Jansen. G.W.P, Velde, V.EG. (2008). Psychological contract breach and job attitudes: A meta-analysis of age as a moderator. Journal of Vocational Behavior.
- Braun, V. and Clarke, V. (2006). *Using thematic analysis in psychology*. *Qualitative Research in Psychology*, 3 (2). pp. 77-101. ISSN 1478-0887 Available from: <http://eprints.uwe.ac.uk/11735>.
- Bryman, Alan. (2012): *Social Research Methods. 4th edition*, Oxford University Press.
- Boyce, C. & Neale, P. (2006). *Conducting in-depth interviews: A guide for designing and conducting in-depth interviews for evaluation input*. Pathfinder international.
- Cappelli, P., (1998). *The New Deal at Work: Managing the Market-Driven Workforce*. Harvard University School Press, Boston.
- Chen, N., (2008). Internal/Employee Communication and Organizational Effectiveness: a study of Chinese corporations in transition. Journal of Contemporary China.
- Christensen, T.L., (2002). Corporate communication: the challenge of transparency. Corporate Communications: An International Journal.
- Conduit, J., Mavado T.F., (2001). How critical is internal customer orientation to market orientation? Journal of Business Research.
- Cornelissen, J., (2010), *Corporate Communications Theory and Practice*, Sage, London.
- Creswell, W.J (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches (third edition)*. USA, Sage.
- Daymon, C., & Holloway, I., (2002). *Qualitative Research Methods in Public Relations and Marketing Communications*. Routledge; New York and London.

- Davies, G., Mian.T. (2010). The reputation of the party leader and of the party being led. European Journal of Marketing.
- Demirel, Y., (2009). *Örgütsel Bağlılık ve Üretkenlik Karsıtı Davranışlar Arasındaki, İskiye Kavramsal Yaklaşım*”, İstanbul Ticaret Üniversitesi Sosyal Bilimler Dergisi.
- Donald Polkinghore, (1983). *Methodology for Human Sciences: Systems Inquiry*, State University of New York Press.
- Edwards, M.R., (2010). *An integrative review of employer branding and OB theory*, Emerald 39, Emerald Group Publishing Limited.
- Flick, U. (1998). *An introduction to qualitative research: Theory, method, and applications*. London: Sage.
- Galbraith, R. J., (1974). *Organization Design: An Information Processing*. Interfaces.
- Grossman, D. (2006, July 10). Communication builds trust within. *PR Week*, p. 8.
- Hartwood, C., (1953). Educational Technology Research and Development.
- Hinds, P., K, S., (1995). *Communication across Boundaries: Work, Structure, and Use of Communication Technologies in a Large Organization*. Organization Science.
- Hindi, N. M., Millre, D. S. and S. E. Catt, (2004): “Communication and Miscommunication in Corporate America: Evidence From Fortune 200 Firms”, *Journal of Organizational Culture, Communications and Conflict*.
- Hoeffler, S. Keller, L.K., (2002). Building Brand Equity through Corporate Societal Marketing, *Journal of Public Policy & Marketing*.
- Hon, L, C., (1998), Demonstrating Effectiveness in Public Relations: Goals, Objectives and Evaluation. *Journal of Public Relations Research*.
- Horridan, D., Juskiw, P., (2010). *Internal branding and employee attitudes: identifying passion for hospitality excellence and reinforcing it through internal communications*.
- Jack, S. & Baxter, P. (2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. *The Qualitative Report*, 13(4), 544-559.
- Johnson, D.J., (2000). Internal and External Communication, Boundary Spanning, and innovation adaption: an overtime comparison of three explanations of internal and external innovation communication in a new organizational form. *The Journal of Business Communication*.

- Jones E., Watson.B, Gardner, J., Gallois, C., (2004). Organizational Communication: Challenges for the New Century. *Journal of Communication*.
- Kalla, H.A., (2005), integrated internal communications: a multidisciplinary perspective. *Corporate Communications: An International Journal*.
- Kimpakorn N., Gerard Tocquer., (2010). *Service brand equity and employee brand commitment*, Emerald 24.
- Knox.S. Bickerton. D., (2003). *The six conventions of corporate branding*, Emerald 37.
- Kvale S. (1996). *Interviews: An Introduction to Qualitative Research Interviews*, Sage Publications, California.
- Martin, G., Beaumont, P., Doing, R., Pate, R., (2005). Branding: A New Performance Discourse for HR. *European management Journal*, 23(1).
- Miles, J.S., (2004). Conceptualization of the employee branding process: *Journal of Relationship Marketing*, 3(2-3).
- Miles, J.S., Mangold, G.W., Positioning Southwest Airlines through employee branding Link: <http://www.scribd.com/doc/49758861/73/D-HOW-EFFECTIVE-ARE-FINANCIAL-AND-NON-FINANCIAL-REWARDS> Web. 20 June 2016.
- Miller, K. (2005). *Communication Theories*. 2nd ed. New York: McGraw-Hill.
- Mishra, A. K. & Mishra, K. E. (2005). Trust from near and far: Organizational commitment and turnover in franchise-based organizations. Presented at the 65th annual meeting of the Academy of Management, Honolulu, Hawaii.
- Mumby, D. K. and C. Stohl, (1996): "Disciplining Organizational Communication Studies", *Management Communication Quarterly* 10.
- Natasha, M., Cynthia, W., Kathleen, M.M., Guest, G. and Emily, N. (2005). *Qualitative Research Methods: A Data Collector's Field Guide*. North Carolina: Family Health International.
- Onwuegbuzie, A. & Leech, N. (2007). *Sampling Designs in Qualitative Research: Making the Sampling Process More Public. The Qualitative Report*, 12 (2), 238-254.

- Punjaisri, K. & Wilson .A, (2007): Role of internal branding in the delivery of employee brand promise. *The Journal of Brand Management*.
- Purves, K., (2005). *Meetings & Incentive travel*. *Corporate communications*, 34(3).
- Rafiq, M., & Ahmed, P. K. (2000). Advances in the internal marketing concept: Definition, synthesis and extension. *Journal of Services Marketing* 14.
- Rangachari P. (2009). *Knowledge sharing networks in professional complex systems*, *Journal of Knowledge Management*, 13(3).
- Randel, A.E., Jaussi .K. (2003). *Functional Background Identity, Diversity, and Individual Performance in Cross-Functional Teams*, 46(6.)
- Rhoades, L., Eisenberger, R., & Armeli, S. (2002) Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86, 825–836.
- Roberts, Brian (2001). *Biographical Research*, Open University Press.
- Roper.S. Davies.G., (2010). Business to business branding: external and internal satisfiers and the role of training quality, *European Journal of Marketing*, 44(5).
- Sandelowski, M. (1995). *Focus on qualitative methods: Sample sizes in qualitative research*, 18, 179
- Saunders, M., (1999). Linking external communication & organizational effectiveness. *Organizational Development Journal*, 17(4).
- Schultz, M., Hatch, M.J. and Larsen, M.H., (2002). *The Expressive Organization: Linking Identity, Reputation and Corporate Brand*. Oxford University Press, Oxford.
- Smidts.A. Pruyn. A.D., Cees B. M. Vanriël., (2001).The Impact of Employee Communication and Perceived External Prestige on Organizational Identification. *ACAD Manage Journal*, 44(5).
- Stuart, A., Whetten, D.A.,(1985). *Organizational identity*. *Research in Organizational Behavior*.
- Tushman, L.M., Scalan. J.T. (1981). Boundary Spanning Individuals: Their Role in Information Transfer and Their Antecedents. *Academy of management journal* 24(2).
- Turkel, S, (2004). *Communication is a key factor in franchisors and franchisees getting along*. *Lodging Hospitality* 60(1).
- Van Riel, C., (1995). *Principles of Corporate Communication*, Prentice-Hall, Harlow.

Volujevica, A. (2012). *The role of internal and external communication*. Aarhus University.

Waggoner, J. (2013). Do happy workers mean higher profit?, USA Today. Retrieved from <http://www.usatoday.com/story/money/personalfinance/2017/02/19/treating-employees-well-stock-price/1839887/>.

Welch, M., Jackson, R, P. (2007). Rethinking internal communication. *Stakeholder approach, Corporate Communications: an International Journal*, 12(2).

[http://www.pratapantony.com/corporate\\_communications.html](http://www.pratapantony.com/corporate_communications.html)- Web. 20 June 2016.

<http://www.scribd.com/doc/28130162/Role-of-corporate-communications-in-organization> Web 20 June 2016.

<http://www.investopedia.com/terms/s/six-sigma.asp#ixzz4dHWDm7Pt>- accessed on April, 2017.