

ADDIS ABABA UNIVERSITY



**THE ROLE OF CORPORATE COMMUNICATION IN SOLVING
CUSTOMER SERVICE PROBLEMS IN THE CASE OF ETHIO-
PIAN TELECOMMUNICATION CORPORATION**

BY

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COMMUNICATION

This is to certify that the thesis which is prepared by Geremew Ayalew Moges entitled "The Role of Corporate Communication in solving customer service problems In The case of Ethiopian Telecommunication Corporation." which is submitted in partial fulfillment of the requirements for the degree of Masters in Public Relation and strategic Communication. It complies with the regulation of the university and meets the accepted standards with respect to originality and quality.

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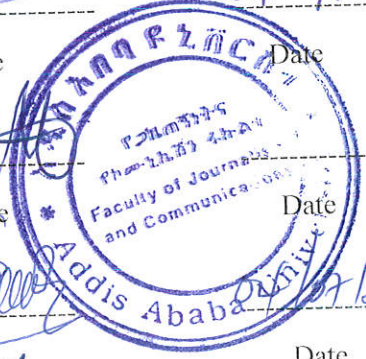
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Abbreviations and Acronyms

CAAZ :-Central Addis Ababa Zone

SAAZ :-South Addis Ababa Zone

NAAZ:- North Addis Ababa Zone

EAAZ:- East Addis Ababa Zone

WAAZ:- West Addis Ababa Zone

SWAAZ:- South West Addis Ababa Zone

ETA :-Ethiopian Telecommunication Authority

ETC :-Ethiopian Telecommunication Corporation

PR:- Public Relations

ER:-East Region

NER:-North East Region

NR:-North Region

NWR:-North West region

SER:-South East Region

SR:- South Region

SWR:-South West Region

WR:-West Region

IBTE:- Imperial Board of Telecommunication Ethiopia

ICT:- Information Communication Technology

Abstract

This study was an attempt to analyze the role of corporate communication in solving customer service problems in the case of Ethiopian telecommunication Corporation. Corporate communication, as an instrument of management, has the task to harmonize all the consciously used forms of internal and external communication, including their stakeholders Van Riel (1995: 3).

Corporate communication connects corporate governance, communication and social integration and includes internal communication, public relations and market communication Zerfa (2004: 46).

According to Zerfa (2004: 46) modern corporate management demands a two-way and strategically planned communication based on most advantageous use of all tools and functions of internal and external communication of the company.

Therefore, in this paper the researcher tried to analyze the role of corporate communication in solving customer service problems, in the case of Ethiopian Telecommunication.

The goal of this study is to propose a solution for the main customer service problems, and to define at what extent the corporate communication solves the problems that may happen in customer's service on the case of the Ethiopian Telecommunication Corporation.

The findings indicated that the corporate communication has a remarkable functions in the overall activities and for the success of policy and strategies of the company. Moreover, the Policy, strategy and the performance of the organization are align with corporate communication activities like in reputation, identity, stake holders relation and corporate social responsibilities, ..

However the finding also revealed that Ethi Telecom Corporate communication has short of of using properly those opportunities that occurred in different setting in the company. Also there is a scarce of two- way communication with stakeholders.

This research concluded based on the findings of the study. In the end, recommendation is forwarded that the researcher thinks to be helpful for the success of corporate communication activities in the Ethi Telecom Company as well as country wide.

CHAPTER ONE

INTRODUCTION

This chapter introduces the background of the study, the statement of the problem, the objectives of the study, the research questions, the methods, the purpose, the significance, the scope, the limitation and the organization of the study.

1.1. Background of the study

Scholars argue that corporate communication can be characterized as a management function that is responsible for overseeing and coordinating the work done by communication practitioners in different specialist disciplines, such as media relations, public affairs and internal communication. Van Riel (1995;3) defines corporate communication as ‘an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible’, with the overall objective of creating ‘a favorable basis for relationships with groups upon which the company is dependent’.

Therefore how the corporate communication of Ethiopian Telecommunication Corporation is resolving problems that emerged in associated with customer service? In order to make it easy the corporate communication role in solving customer service problems the researcher plans the chapter to begin by clarifying the Ethiopian telecommunication period of establishment and it’s legal back ground.

1.2 Statement of the problem

Any organizational corporate communication department has a role of periodical research and evaluation to determine the actions or adjustments needed for social harmony between the organization, customers, its publics, and stake holders. Also has an accountability of finding a resolution for the problems that may come to pass in the organization. According to Rae (2010; 153) Public Relations officer in Hartle Pool Borough Council, Civic Centre (unpublished material) argues that in every organization; corporate communication has to be channeled by strategies. And the strategies must include principles of sharing information; receiving information and engaging with each other. Therefore, in order to identify and solve customer service problems the Ethiopian Telecommunication corporation has included these fundamental principles of corporate communication strategies.

According to Boudah (2011; 485), a research problem could be described as the challenge which the researcher has experienced or have knowledge of, and is interested in finding out its root causes and possible solutions. As the researcher takes a lesson since the Ethiopian telecommunication was launched in 1996 by the Council of minister, the corporate communication role in the company in the case of customer service problems was never evaluated. The argument is that if this is not done, the Company in general and specifically the Corporate communication department may never know whether its services are accomplished for the intended customer or not.

On Heinemann (1999; 640) argument the corporate communication function resists a single fixed purpose. It is a dynamic mixture of problem solving skills and insights. It should be viewed as a process rather than as an entity. But on his book he pointed out three key responsibilities encompassed within a truly effective corporate public affairs function: Aiding the management of change, Helping to define a corporation's role in society and assisting the creation of corporate vision and purpose. Therefore on this contextual case how is the occupation of Ethiopian Telecom Corporate communication is functions in solving customer service problems?

On the researcher outlook in Ethiopian telecom there is problem of clarification by using corporate communication activities focusing on problems like technical standards and procedures for the delivery of telecommunication services, quality of net work in fixed, mobile, internet and data communication, fluctuation of tariffs relating to basic telecommunication services. As such, this research will indicate a solution for such and related substantial questions.

1.3 Research Questions

- ✓ How corporate communication functions in the organization?
- ✓ How the policy, the strategy and the performance of the organization aligned with corporate communication activities in reputation, management, identity formation, stake holder relation and corporate social responsibility?
- ✓ How the practice and experience is articulated in removal of the key problems by using corporate communication as a tool?
- ✓ What are the opportunities of Ethiopian Telecommunication Corporation to solve customer service problems in relation to corporate communication practice?
- ✓ What are the main challenges on the application of the right Corporate communication profession in to practice in Ethiopian telecom?

1.4 Objectives of the study

1.4.1 General Objective

The general objective of the research is

- To assess and show a solution regarding on the role of corporate communication in solving customer service problems in the case of Ethiopian Telecommunication Corporation.

1.4.2 Specific Objectives

The specific objectives of the study are:

- To assess and point out a solution for the problems of clarification by using Corporate communication activities in the case of technical standards and procedures for the delivery of telecommunication services like quality of net work in fixed, mobile, internet and data communication and the tariffs of different service that has been delivered on the company .
- To show readers a sense of how corporate communication is used and managed strategically, tactically and operationally as a way of guiding how organizations can communicate with their stakeholders (Internal or External Stake Holders) in the case of solving customer service problems and with related tasks.
- To notice a solution on service delivery problem of clarification through communication instruments for customers ,in the relating to basic telecommunication services;
- To indicate the challenges in the service privation capability on telecom employees towards serving the public.

1.5 Significance of the Study

The study is significance since:-

- A. It will provide reasonable solutions for the problems that will be identified.
- B. It also helps researchers in provision of information as secondary data for future use in the academic ground. Therefore, the researcher tries to find out the in support of and doing of corporate communication in solving customer service problems in the case of Ethiopian telecom.

1.6 Scope of the study

The study is limited geographically to the Ethiopian telecommunication corporation head office corporate communication department and the department's three years performance parameters (2015-2017) in the case of solving customers service problems. This means Ethiopian telecommunication corporation zonal and regional offices are not included in the study due to time and resource constraints. The study mainly tries to assess the effects on the service delivery aspect from Head office and Addis Ababa zonal surveyed staffs, corporate communication perspective and from the customer's perception and outcomes.

1.7 Limitations of the study

Doing a research is not an effortless sense of duty. Rather it obliges to pass across many challenges. The study was faced on the following challenges:-

- ✓ Access to corporation data in required depth was not possible due to confidentiality policy of the corporation and the department.
- ✓ Interviewing higher Ethiopian Telecommunication officials was difficult to organize due to staff's engagement in organizational issues.
- ✓ And finally the major challenges that faced this study were time, budget, willingness of respondents and lack of previous research in the field of Corporate communication role and problems of customer service in Ethiopian context. As a result, the questionnaires did not collect on time.

1.8 Organization of the paper

This study is organized in five chapters. The first chapter deals with the introduction that encompasses abstract, background, organizational profile, statement of the problem, research questions, objectives, significance, delimitation/scope, and limitation of the study. The second chapter presents the review of related literature. Chapter three focuses on the research methodology, data collection, procedures and sampling techniques, whereas the fourth chapter states the result analysis and discussion of the data. Finally, chapter five concentrates on major finding, conclusions and recommendations of the research findings.

CHAPTER TWO

2 LITERATURE REVIEW

This study is designed to assess and investigate the role of corporate communication in solving customer service problems. Therefore, this part of the study will try to discuss the theoretical aspects which include the concept of corporate communication and related literature with the function of corporate communication in an organization; in specifically it focuses on the role of corporate communication in solving customer service problems and the fundamental problems of customer service in an organization. Also this chapter will deal with corporate communication stake holders and related topics.

2.1. Concept of Corporate Communication

Different scholars define Corporate communication from different perspectives, but according to Cornelissen; (2017; 540) on the broad concept; Corporate communication is reflected in the word 'corporate' in Corporate communication. The word refers to the business setting in which corporate communication emerged as a separate function (alongside other functions such as human resources and finance). As Cornelissen; 2017; 540) there is also an important second meaning with which the word is being used. 'Corporate' originally stems from the Latin words for 'body' (*corpus*) and for 'forming into a body' (*corporate*), which emphasize a unified way of looking at 'internal' and 'external' communication disciplines. Instead of looking at specialized disciplines or stakeholder groups separately, the corporate communication function starts from the perspective of the 'bodily' organization as a whole when communicating with internal and external stakeholders.

Cornelissen; (2017; 540) has defined and summarized Corporate communication in the following way;

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

In Tench and Yeoans (2006 ; 540) Corporate communication is defined as the communication of *corporate* values as opposed to the promotion of *consumer* products or services. According to Tench and Yeoans (2006 ; 540) explanation this definition briefs, marketing is communication aimed at consumers, and Corporate communication is communication directed at other publics and stakeholders. This approach links corporate communication to concepts of managing corporate reputation, corporate image and relationship management.

International Journal of Strategic Communication Volume 1, Issue 1 (2007; 94) clearly articulated that scholars and communication professionals have adopted strategic communication as an umbrella term meant to include a variety of communication-related professions, such as public relations, brand communication, advertising, and more. Although the term is not new, scholars have only recently examined it as a cohesive paradigm. Hallahan (2007; 3) defines strategic communication as “the purposeful use of communication by an organization to fulfill its mission”. It is multidisciplinary in that it draws from a variety of methods and subject areas.

According to Paul (2011; 5) creating clear goals and understanding “how a certain set of audience attitudes, behaviors, or perceptions will support those objectives” is what makes communication strategic. In strategic communication, message development, or the process of creating key points or ideas, requires high levels of planning and research. These messages are targeted, or created with a specific audience in mind, and help to position an organization’s communication goals with its structural goals. As the world becomes increasingly interconnected through new forms of communication, the role of strategic communications is to help organizations understand how to effectively deliver their message to key audiences.

2.2 Concept of Corporate Reputation

Fombrun (1996; 233) explanation “Corporate reputation is the overall estimation in which a company is held by its constituents. A corporate reputation represents the ‘net’ affective or emotional reaction – good-bad, weak or strong – of customers, investors, employees, and general public to the company’s name”. A variety of definitions of reputation have been offered from a number of different academic and professional backgrounds. According to the (American Heritage Dictionary 1970: 600) ‘reputation’ is ‘the general estimation in which one is held by the public’. However, if one looks at the various definitions of reputation, one may note that the intersection or integrated view of the various definitions suggests that;

Reputation is an intangible asset: as an intangible, reputation represents a firm’s past actions and describes a firm’s ability to deliver value outcomes to multiple stakeholders Mahon(2002 ; 1760); Fombrun (1996 ; 234)

Reputation is a derivative of other actions and behaviors of the firm: It is difficult to isolate one variable that influences perceptions to a greater degree than others across all stakeholders Schultz (2006; 251). Reputation is the collective representations shared in the minds of multiple publics about an organization over time Grunig and Hung (2002; 14900 Yang and Grunig, (2005; 347), and is developed through a

complex interchange between an organization and its stakeholders Rindova and Fombrun, (1999 ; 424).

Reputation is judged within the context of competitive offerings: Fombrun and Van Riel, (2003; 280); Fombrun (1990; 233). Reputation is not normative for all companies. This differentiation is not necessarily the same for all attributes of the firm and for all stakeholders.

Reputation is the way in which stakeholders, who know little about an organization's true intent, determine whether an organization is worthy of their trust Stigler (1962; 170).

Corporate Reputation is an important and intangible asset for organizations of any kind Thiessen & Ingenhoff, (2011; 148). Thiessen & Ingenhoff, (2011; 148) also defined reputation as:

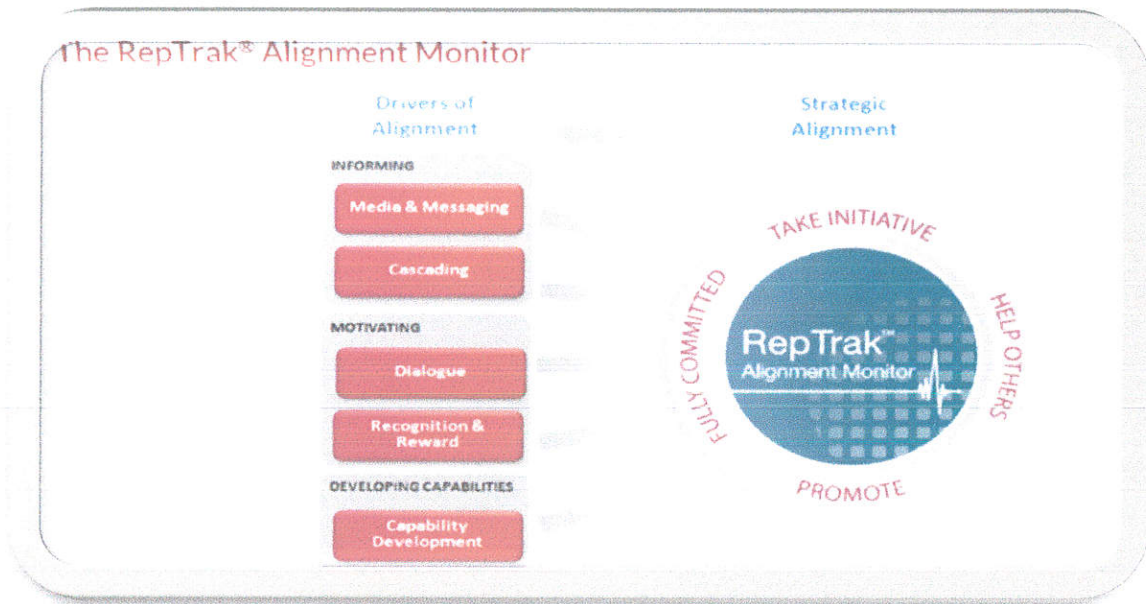
- ✓ the general estimation in which a person is held by the public,
- ✓ the state or situation of being held in high and in a good opinion,
- ✓ a specific characteristic or trait recognized to a person or thing; a reputation for good manners.

2.3 **Models in Communication and Reputation**

Organizations have changed the way they relate to their stakeholders as a requirement of what has been labeled as the 'new communication era'. Sources of competitive advantage are not anymore the traditional ones, and stakeholder management through effective communication becomes a moderating factor in the pursuit of better financial performance Berman (1999; 66). The ineffectiveness of attempts to communicate different messages to different stakeholders is a new important feature of the reality brought by the new communication technologies. Organizations have to adopt an integrated approach to their communications if they are to survive in this environment. Van Riel (1995; 3, 2000; 5) introduces the orchestrate of communication through a sustainable corporate story as a tool to achieve the organizations' objectives.

2.3.1 Rep Trak® Model

Van Riel (2012; 393) the RepTrak® Model of the Reputation Institute-tools for Branding describes it's interconnection in the following diagram.



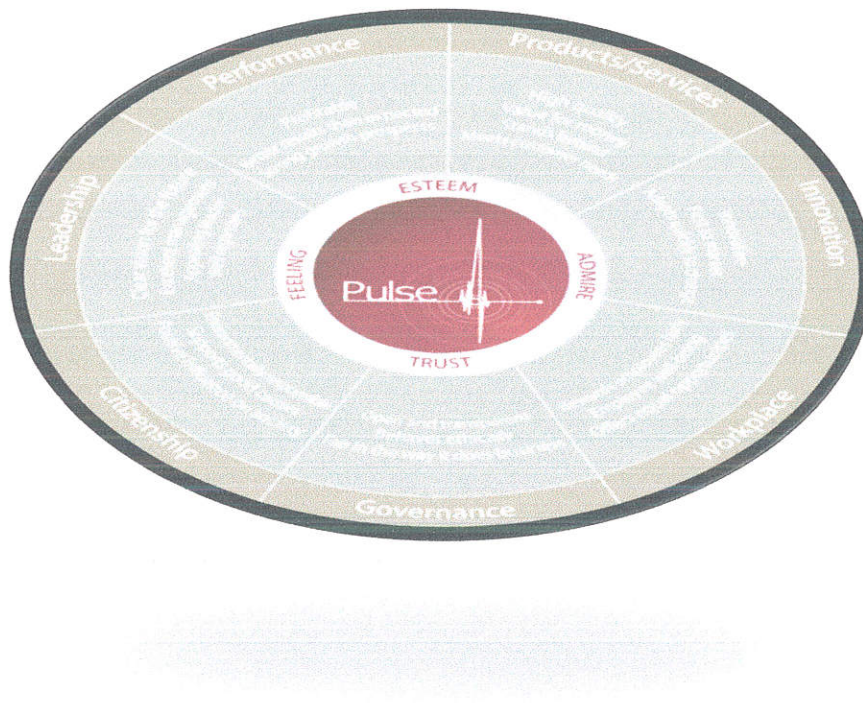
Source:- Van Riel (2012 ; 393)

The project design applies the RepTrak model of the reputation institute, an authoritative international framework that measures reputation, identifies the factors that guide it and allows companies to track and compare their performance with respect to competitors. RepTrak is the first standardized tool, integrated across the world, to frame and measure the corporate reputation with several stakeholder groups at the international level.

The heart of the RepTrak model is *Pulse*, i.e. the emotional factor, which makes it possible to create a link between stakeholders and the Company and allows it to measure strengths based on four attributes: esteem, trust, admire and feeling. The soundness, or otherwise, of the link determines the Company's reputation. Van Riel (2000; 243)

On Van riel (2000 ;243), the reputation institute has identified seven rational factors that represent the "rationale" of reputation on which work can be done to change perceptions and therefore the behavior of stakeholders: Products Services, Innovation, Workplace, Governance, Citizenship, Leadership, Performance

REP Trak PULSE Model



Source: Van Riel (2012; 123)

2.3 Strategic Communication Frame

Betteke van Ruler and Frank Körver (2014; 95) linear communication models are ineffective but remain widely used by public relations practitioners. Agile strategy development can revolutionize the communications function and strengthen the relationship with the management team. On van Ruler and Körver (2014 ;95) ideology agile strategy development has four starting points: these are

- ✓ **People over processes:** Forming a group of skilled and motivated people is vital. In fact, it is strongly believe that people trump process.
- ✓ **Respond to change rather than follow a plan:** It is a waste of time to put effort into every tiny detail. Vision and ambition are vital, but more operational choices need to be challenged over and over again.

Plans should never be too detailed and only oriented at the most important decisions made.

- ✓ **Cross functional collaboration rather than silo behavior:** The majority of communication and reputational challenges we are facing nowadays require intensive collaboration. Developing strategies in splendid isolation is a no-go. Strategy development requires cross functional collaboration.
- ✓ **A one-pager over a bulky report:** No professional should be tortured by reading bulky plans. And no professional should be given the thankless task of writing those documents. Management simply won't read it. They only care for the vital information: "What are the communications objectives? How it will be going to realize these objectives? And what is it going to cost?"

According to van Ruler and Körver (2014; 95) based on the four starting points mentioned above, they have constructed seven requirements for a good strategy development model for public relations and communication management:

1. Clear vision on communications and its added value to the mission of the organization
2. Focus on internal and external context as building blocks for constructing ambitions
3. No smart objectives but inspiring ambitions based on clear choices
4. Explicit accountability that suits the ambition
5. Clear choices in every building block, as hypotheses for the future
6. Compact to fit on one page
7. Adjustable at any time to respond to situational dynamics



Source:- van Ruler and Körver(2014 ;95).

As of van Ruler and Körver (2014 ;95) this diagram indicates that the model of eight building blocks. And the model consists of eight interdependent building blocks which demonstrate how develop a strategy. Anyone can start wherever he/she wants, as long as the choices made in one building block. And it will be consistent with choices made in other blocks. Two questions per building block help professionals to make these important decisions.

- ✓ **Building block 1: Ambition** :-“a strong desire to do or achieve something”
- ✓ **Building block 2: Vision**:- add value to organizational strategic choices and the role of the communication professional signifies in the organization
- ✓ **Building block 3: Internal situation**:-What is going on in the organization? the “style of the house”
- ✓ **Building block 4: External situation**:- what is going on in the outside world and of public opinions, and social moods.
- ✓ **Building block 5: Accountability**: - exact responsibilities regarding ambitions and how internal and external communication progress measure.
- ✓ **Building block 6: Stakeholders**:- “target groups” of the organization
- ✓ **Building block 7: Resources**:- is about being equipped to do the job. It is about budget, budget allocation and about competences
- ✓ **Building blocks 8: Approach**; strategic decisions and operational activities.

2.5 Corporate Brands and Corporate Identities

On Cornelissen (2017; 540) thought; although the Corporate brands and Corporate identities concepts are often used interchangeably but there are critical differences between them. The corporate identity concept, refers to the distinct attributes of an organization and as such addresses the questions “what are we?” and “who are we?” As such, it encompasses issues such as business scope and culture among others Balmer and Greyser, (2003; 99). Following this perspective, there are important differences between the concepts of the corporate identity and the corporate brand.

The first and most fundamental difference is that the identity concept is applicable to all entities. Yet, not every entity has, plans to have, wants or even needs a corporate brand. As such, a corporate identity is a necessary concept whereas a corporate brand is contingent. For instance, the necessity or desirability of having or maintaining a corporate brand will be reliant on a host of other factors such as the organization’s strategy (the firm may operate in markets where corporate brands are redundant or where

there is a monopoly, or where the markets are commoditized; the need for corporate brands within some parts of the public sector may not be as strong, although in others it most certainly is: the university sector is a case in point regarding the latter).

2.6 The role of corporate communication in an organization.

Modern standard of Corporate communication is understood as “centralized management of overall company communication“, dealing with numerous stakeholders, and aiming at achieving the highest reputation possible Schmid and Lyczek, (2006; 8).

Van Riel (1995; 3) allocates to Corporate communication the role of a management instrument with the task to “harmonize all consciously used forms of internal and external communication with its stakeholders. Although the Corporate communication is very often identified with the public relations, Corporate communication definitions describe its role in the company much more widely.

According to the theory of integrated corporate communication, the corporate communication connects management, communication and social integration and it comprises organizational (internal) communication, public relation and market communication Zerfa A, (2004 ;46). The theory also says that the organizational communication takes over the communication relationship with internal publics of the company, especially in the segments of employee communication and investor relations, where it addresses the stakeholders as the capital providers in joint stock companies.

Zerfa (2004; 46) defines external communication depending on the principle of relationship with market and non - market publics. Therefore, public relations cultivate communication with media and opinion makers, socio-cultural publics (communities) and public affairs (e.g. government relations). Market communication deals with customers, suppliers and competition.

On 2nd International OFEL Conference on Governance, Management and Entrepreneurship (2014;245) explained that in the process of carrying out its task, the corporate communication establishes and maintains reputation and it is responsible for shaping of the external presentation of a company; as such, it is an important function of corporate governance, in terms of reputation management Nobel, (2006 ;93). Strategic cultivation, maintenance and strengthening of reputation are the key tasks of corporate communication. Reputation is essential for a long term survival of the company; in the end, reputation is the factor of creating values and it also has a money making character. Reputation management precedes guiding values of forming of the corporate identity, corporate communication and of creation of the positive corporate image in the eyes of individual stakeholders Fombrun, (1996; 233)

2.7 Similarities and difference between Public Relation and Corporate communication

The International Public Relation Association addressed Public Relation as; “Public Relations practice is the discipline concerned with the reputation of organizations (or products, services or individuals) with the aim of earning understanding and support.” Alison and Theaker (2004; 341). Organization can set up their meaningful PR through different ways. For example, “The typical public relations measurement focuses on counting clipping, circulation figures, and doing some message analysis. Given the high proportion of public relations activities that is still focused on media relations and publicity, media content analysis is one methodology or tool for evaluating public relations.

Media content analysis can provide valuable insights into what is likely to be on the public agenda in the future.” Kyung-ran Kim, August, (2007; 165) Public Relation is a necessary tool for corporate. To prove that, “Public relation (PR), the predecessor to the corporate communication (Corp Comm) function, grew out of necessity. Although corporations had no specific strategy for communications, they often had to respond to external constituencies whether they wanted to or not.” Argenti (2003 ;130) where as Corporate communication is defined by van Riel’s (199; 247) book Principles of Corporate communication.

The Dutch professor defines Corporate communication as the harmonizing of all internal and external communication in the organization “in such an attractive and realistic manner as to create or maintain a positive reputation for groups with which the organization has an interdependent relationship (often referred to as stakeholders).” There for as of <https://bizfluent.com/about-6686310-public-relation-corporate-communication.html> Public relations and corporate communications are relatively the same, though their objectives and tactics are often quite different-conflicting even. They are the proverbial kissing cousins of communication, and just as public relations creatively promotes the favorable image of its client to the public, Corporate communications adheres to the complicated bylaws of compliance in both internal and external communication, promoting the integrity of a corporation with very little room for creativity. And while they are very different, both types of communication are heavy-hitters in any company’s success.

2.8 The Relationship between Corporate Communication and Corporate Reputation

A lot of studies confirm the expected benefits associated with good reputations. “Research shows that reputation has an impact on the perception of the management style as well as on purchasing decisions Yoon (1993; 226). It attracts qualified staff Eccles (2007; 104) and it deepens relationships de Castro (2006;147), it guides investors through investment decisions Schutze and Rennhak (2005;93) or builds trust Herger (2006; 123) Ingenhoff and Sommer, (2010 ;231). Reputation ultimately becomes an essential criterion to differentiate between organizations. Since services, products or performances in general increasingly resemble each other, reputation is a significant competitive factor, too. Although the value of reputation has been widely discussed and analyzed for organizations, its positive impact may be transferred to non-economic organizations as well Parks (2008 ;213) Thiessen and Ingenhoff, (2011 ;8). Therefore, a company acts to manage its reputation.

An entity with an unfavorable reputation may engage in actions that enhance its reputation and even a company with a good reputation may engage in actions designed to maintain and enhance its reputational effect. “Companies engage in the explicit reputation-building activities such as advertising or public relations in order to improve their companies“ reputation” Fombrun, (1996; 234).

Communicating believable and consistent messages across all corporate platforms is essential when building a strong corporate reputation and trust through media or other monitor. A study by Fombrun and Shanley (1990; 109) investigating the factors that influence corporate reputation found that publics construct reputation on the basis of corporate strategy signals and institutional signals.

2.9 Corporate communication and Stake holders

Corporate communication is described as a management function that offers a framework and vocabulary for the effective coordination of all means of communications with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent Corolosen (2008 ;254). Thus, corporate communication is important for a company because it is through communication that an organization makes contacts with its customers, suppliers and other elements both internal and external of the organization.

Corolosen (2008 ;254) also clarify corporate communication and stake holders as, stake holders are significant for the success of corporate communication activities. Corporate communication stakeholders are divided into two categories, these are; internal (employees, shareholder, manager.) and external

(agencies, channel partners, media, government and general public). As Johansson (2007; 201) shows, definitions of corporate communication employ dividing lines between internal and external communication

2.10 Highlights of Telecommunication

As Constitution and Convention of the international telecommunication union, optional protocol and recommendations, Geneva 1992 defines Telecommunication, Any transmission, emission or reception of signs, signals, writing, images and sounds or intelligence of any nature by wire, radio, optical or other electromagnetic systems.

2.11 Highlights of Ethiopian Telecommunication

Information obtained from ethio telecom 2017 annual report and different unpublished documents indicate that the Ethiopian telecommunication corporation (ETC) is the oldest public telecommunication operator (PTO) in Africa. Established over a century ago, but Proclamation No.49/1996 established the current legal structure of ETC in November 1996, along with a separate entity, the Ethiopian Telecommunication Authority (ETA).

The former ETA had been responsible for the execution of both regulatory and operational activities, an arrangement that was established in 1981 under the ministry of transport and communications. Although the organization dates back to 1894, the first autonomous entity is considered to be the imperial board of telecommunication of Ethiopia (IBTE) established by proclamation 131 on October 15, 1952. While operating as IBTE, six significant revisions were undertaken in 20 years before renamed in 1975 as the Provisional Military Government of Socialist as ETA in January, 1991.

After the downfall of the military regime in May 1991, the transitional government of Ethiopia issued the new economic reform in October 1992. The overall restructuring program change previously centralized command economy to a free market oriented one with the aim of making government owned enterprises more efficient and effective.

The government is also given godliness to the development of rural infrastructure (<http://www.ethio telecom.et> accessed on 23/12/2012). The current Ethiopian government has made the development of information and communication technology (ICT) one of its strategic priorities. This ICT policy is a demonstration of its commitment to the development of ICT both an industry and as an enabler of socio-economic transformation. The policy stems from the recognition by the government of ICT as the key driver and facilitator for transforming Ethiopia predominately subsistence agriculture economy and society into an information and knowledge based economy and society, effectively integrated into the global economy.

CHAPTER THREE:

3. METHODOLOGY

This chapter focuses on the research methodology which deals with research design, sample size and sampling technique. In addition, sources of data and procedure of data collection method is presented under this chapter.

3.1 Methodology of the Study

The research used to study the problem was descriptive survey. Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present Kothari (2004:2). And this research paper also was used inferential where the researcher interacts with the participant involving surveys representing current status and conditions of corporate communication activates specially in the case of solving problems which are related with customer service problems.

3.2 Research Design

Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data Kothari (2004: 31). It refers to the overall strategy that the researcher integrates different components in a coherent and logical way.

As scholars thought there are two general methodological approaches in the social sciences: qualitative and quantitative. It depends on whether the researcher wants to collect statistical information or narrative information. According to Stoep & Johnston (2009: 7) quantitative approach specifies numerical assignment to the phenomena under study, whereas qualitative approach produces narrative or textual descriptions of the phenomena under study.

Qualitative research is closely associated with a variety of data collection techniques like unstructured interviewing, participant observation, and discourse analysis that give privileged access to people's social meanings Miller & Brewer (2003; 239). It involves data collection procedures that result primarily in open-ended, non-numerical data which is then analyzed by non-statistical methods; while, quantitative research relies on numerical data which is collected by questionnaires or other data collecting methods and analyzed primarily by statistical methods by using statistical software such as SPSS/Statistical Package for Social Science/ Dornyei (2007: 19).

On the other hand, according to Dornyei (2007; 36-39) using either qualitative or quantitative approaches by themselves is inadequate in the field of social science. Due to this reason for the past 15 years mixed research, which combines both qualitative and quantitative methods, has been increasingly seen as a third approach methods in research methodology. According to him this method has the strength to overcome the weakness of another method using in the study.

The objective of the study, as mentioned in chapter one of this study is to propose and indicate a solution on The Role of Corporate Communication in Solving Customer Service problems in The case of Ethiopian Telecommunication corporation .Therefore, in order to make it suit to the collection of the required information from a larger sample and make the analysis easier, the study has employed a quantitative method by incorporating a qualitative item into the questionnaire. Thus, data was gathered from selected, employees, management groups and from the corporate communication department staff. Closed ended and some open ended questions in the questionnaire had been included and structured interview questions was part of the questionnaire. In addition to questioners and interview, corporate communication department structure related documents such regulations; guidelines, strategies and the likes are also examined.

3.3 Source of Data

The researcher used both secondary and primary data sources. The primary source was the main source of data for this study. It was collected by distributing questionnaire and conducting interview. As the research intended to investigate the impact of corporate communication in solving customer service problems in Telecom Organization a set of questionnaire was distributed to selected corporate communicators, staff members and Managerial groups.

The secondary data was collected via detailed review of related literature such as academic books, journals (articles), telecom regulations, EFDRE proclamations, regulations, guidelines, strategies and other relevant documents which are related to the roles of corporate communication.

3.4 Target population, Sample size and sampling techniques

According to 2009 E.c (2017 G.c) annual Report of Ethiopian telecommunication corporation as of May 31, 2017 ethio telecom has 13,276 employees all over the country. It has eighteen high level regional and zonal shops throughout the country which have a total of 216 sub-shops.

Table 1 Existing Head Count-By Location

By Location Category				
Location	Male	Female	Total	Female Percentage
Assossa Region	120	17	137	12%
CAAZ	228	88	316	28%
EAAZ	400	120	520	23%
ER	422	80	502	16%
Gambella Region	98	10	108	9%
Head Quarter	3385	1668	5053	33%
Jigjiga Region	241	22	263	8%
NAAZ	327	104	430	24%
NER	418	84	502	17%
NR	540	95	635	15%
NWR	591	163	754	22%
SAAZ	328	99	427	23%
Semera Region	123	9	132	7%
SER	548	101	649	16%
SR	835	182	1017	18%
SWAAZ	341	108	449	24%
SWR	456	75	531	14%
WAAZ	333	78	411	19%
WR	384	55	439	13%
Total	10118	3158	13276	24%

Source :- Ethio Telecom human resources division| segregated employees profile as of May 31, 2017

N.B From the Above chart the shading column is placed is Addis Ababa. The total # is 7606:- Which is the total population of the study and the sample size was calculated by the rule of thumb, in the following way.

$$n = \frac{N}{1+N(e)^2}$$

Out of these eighteen high level shops, eleven high level shops found in the regions and the remaining six shops found in Addis Ababa. Due to geographical and resource constraints the researcher will chose employees of six zonal shops found in Addis Ababa and head quarter as a target population which have total of 7,606 (57.29 %) employees included in the study by using simple random sampling technique (lottery sampling).

The rationale of administering this technique was according to Geoffrey (2005; 196) simple random 21 sampling method involving selecting randomly from a list of the population (a sampling frame) which is the required number of subjects for the sample. As cited in Glenn (2012; 240) there are several approaches to determine the sample size, this includes using a census for small populations, imitating a sample size of similar studies using published tables and applying formula to calculate a sample size. Among all these alternatives, this study prefers the formula derived by Yamane (1967 ;309) cited in Glenn (2012;240) rule of thumb, based on the information from the data, for the population of 13,276 at 7% margin of error and 93% confidence level

$$n = \frac{N}{1 + N(e)^2}$$

Where n =sample size, N =population size, e =level of precision given that 93% confidence level and P = ±7% are assumed.

$$n = \frac{13,276}{1 + 13276(0.07)^2}$$

$$n = \frac{13276}{1 + 13,276(0.0049)} = 200.96 \text{ i.e. it means } n=201$$

The sample size is 201.

The researcher used 201 respondents as a sample. In addition selection of respondents was made by convenience sampling (non - probability sampling). And to determine the sample size of the selected branch, the researcher will use one of the non- probability sampling technique i.e. proportional sampling. According to Catherine (2007; 97) proportional sampling is a non-probability version of stratified sampling. The distinguishing feature of a proportional sampling is that guidelines are set to ensure that the sample represents certain characteristics in proportion to their prevalence in the population.

Table 2 Sample size

No.	Office	No.of employees	Sample size	Percentage
1	HQ	5053	134	0.664
2	CAAZ	316	8	0.042
3	EAAZ	520	14	0.068
4	NAAZ	430	11	0.57
5	SAAZ	427	11	0.056
6	SWAAZ	449	12	0.059
7	WAAZ	411	11	0.054
	Total	7606	201	100%

Accordingly the sample for HQ, CAAZ, EAAZ, NAAZ, SAAZ, SWAAZ and WAAZ will be 134, 8, 14, 11, 11, 12 and 11 respectively. The method of calculation is as follows;

- ✓ HQ =0.664 (Percentage out of the total sample size) $0.664*201=134$ (No. of respondents out of the total sample size)
- ✓ CAAZ =0.042 (Percentage out of the total sample size) $0.042*201 =8$ (No. of respondents out of the total sample size)
- ✓ EAAZ =0.068 (Percentage out of the total sample size) $0.068 *201= 39$ (No. of respondents out of the total sample size)
- ✓ NAAZ =0.057 (Percentage out of the total sample size) $0.057*201= 11$ (No. of respondents out of the total sample size)
- ✓ SAAZ =0.056 (Percentage out of the total sample size) $0.056*201 = 11$ (No. of respondents out of the total sample size)
- ✓ SWAAZ=0.059 (Percentage out of the total sample size) $0,059*201=12$ (No. of respondents out of the total sample size)
- ✓ WAAZ=0.054 (Percentage out of the total sample size) $0.054*201=11$ (No. of respondents out of the total sample size.
- ✓ Office HQ, CA AZ, EAAZ, NAAZ, SAAZ, , SWAAZ ,WAAZ ,TOTAL No. of employees 5053,316,520,430,427,449,411total= 7606 percentage 0.664,0042,0.068,0.057,0.056,0.59,0.054 respectively total percentage 100% Sample size 134,8,14,11,11,12,11, total 201 SWAAZ =0.161 (Percentage out of the total population) $0.0664*201= 134$ (No. of respondents out of the total sample size) WAAZ =0.144 (Percentage out of the total population) $0.167*204= 29$ (No. of respondents out of the total sample size)

Table 3 Existing Head Count-By Organization

Organization	Male	Female	Total	Percentage of Female
CEO Office	53	35	88	40%
Customer Service	689	727	1416	51%
Enterprises	304	146	450	32%
Finance	466	343	809	42%
Human Resources	160	116	276	42%
Information System	263	149	412	36%
Internal Audit	46	15	61	25%
Legal Division	122	38	160	24%
Marketing and Communications	83	56	139	40%
Network	4855	523	5378	10%
Quality and Process	62	18	80	23%
Residential Sales	1303	644	1947	33%
Security	130	46	176	26%
Sourcing and Facilities	1553	296	1849	16%
Telecom Excellence Academy	2	2	4	50%
Tep Office	27	4	31	13%
Total	10118	3158	13276	24%

Source :-Ethio Telecom Human Resources Division| Segregated Employees Profile as of May 31, 2017

3.5 Data Collecting Instruments and Procedures

Survey questioners and interview was major sources of data for this research. The required data was collected by conducting interview from purposively selected corporate communication head and other staff members. In addition, questioners had been prepared and distributed for selected staffs of Ethio telecom. Besides these data collection instruments, additional data was collected through referring different documents.

In the case of interview, the researcher`s prior contact with the interviewees to set appropriate schedule. Then, the interview was conducted by the researcher himself.

CHAPTER FOUR

4 Presentations, Analysis and Interpretation of Data

This chapter consists of two parts. The first part shows the reliability of the questionnaire and the characteristic of the respondent that include personal and professional characteristic the second part deals with the presentations, analysis and discussion of the major findings in description of the basic questions that will be analyzed based on the response obtained from the employees, moreover, the numerical data of the sample, collectibles and response rates are summarized.

4.1 Characteristics of the Respondents

There were two types of respondents for the study. The first group consists of staffs selected using the sampling technique above to respond to close ended questions. The second groups were seven Ethio telecom managers selected from the various departments who responded to open ended questions in a one to one interview.

A total of two hundred one copies of the questionnaire were distributed to the respondents. Out of these questionnaires one hundred seventy one returned, which is 85% response rate and regarded as adequate to investigate the study.

In order to get a representative data, a questionnaire was developed and 201 questionnaires were distributed to employees of ethio telecom in Addis Ababa. Out of these 201 questionnaires distributed to the respondents, 171 questionnaires were collected. Therefore, the analysis is done based on the valid 171(85%) questionnaires responded by employees. The rest questioners that 17 (8.5%) are not correctly filled and 13 (6.5%) not returned.

The following table indicates the response rate.

Item	Target population	Correctly filled	Not Correctly filled	Not Returned
Number	201	171	17	13
Percent	100	85	8.5	6.5

Table 4 Response rate of questionnaires administered

No.	Variables		Number	Percent
1	Gender	Male	92	53.8
		Female	79	46.2
2	Age	Below 25	8	4.7
		26-34	112	65.5
		35-44	29	17
		45-54	16	9.4
		Above 55	6	3.5
3	Experience	Below 1 year	7	4.09
		1-4	88	51.46
		5-8	50	29.23
		9 and above	26	15.2
4	Educational Background	High school and Below	-	0%
		Diploma	-	0%
		First degree	126	73.7
		Masters degree	45	26.3
		PhD	-	0%
5	Status category	Management	14	8.2
		Middle Management(team Leaders)	25	14.6
		Officer	130	76
		Others	8	4.7

Table 5 Respondent's Demographic Information

Table 4.2; reveals the demographic characteristics of ethio telecom employee regarding sex, age, qualification and year of service. As a result, regarding sex 53.8% and 46.2 % of employees are males and females respectively. With regard to the age of respondent, 4.7% are below 25 years and 3.5% are above

55 years. Most of them are age groups of 26-34 years of age which accounted 65.5%, the rest was age groups of 35-44, 45-54 which accounted for 17%, 9.4% respectively. This shows they are matured enough to equipped the researcher with all the necessary information.

In relation to qualification of respondents, the majorities 73.7% are bachelor's degree, 26.3% are master's degree. Unfortunately there is no high school, Diploma or PhD respondents for these questionnaires. But, it is possible to conclude that the information obtained from them can be considered as a reliable and reasonable due to their academic background. Concerning to the years of service, the majority of employees 51.46% fall within 1-4 years of experience, while 29.23% are above 5-8 years and 15.2% are fall in 9+ years. And 4.09 % are fall below 1 year experience. On their status category 14 (8.2 %) respondents are management groups where as 25 respondents are categorized under middle management and 130 (76 %) of the respondents are officers. Again 8 (4.7%) of the respondents are categorized under others.

This indicates that such ample years of service in the company is adequate enough to reply to the various issues Concerning Corporate communication activates and its role on solving customer service in ethio telecom.

4.2 Data Analysis and Findings

This is the second part of this chapter that deals with the presentation, analysis and interpretation on the role of corporate communication in solving customer service problems in ethio telecom. Here, the analyses of all items have been identified in the study and the responses were presented, analyzed and interpreted in table items in the following approach.

Some of the responses were scaled from 1 to 5, where 1 indicated strongly agree, 2 indicated agree, 3 indicated neutral, 4 indicated strongly disagree and 5 indicated disagree.

4.2.1 Corporate communication function in the organization

As stated in Van Riel (1995; 3) Corporate communication allocates to the role of a management instrument with the task to "harmonize all consciously used forms of internal and external communication with its stakeholders. Therefore on this case Ethiopian telecommunication corporation corporate communication department is evaluated by the employees as follows

4.2.1.1 The Role of Corporate communication department and its effectiveness in management Function?

From the valid 171 respondents on the question about the role of corporate communication department and its effectiveness in management function the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	26	15.2	15.2
Agree	87	50.8	50.8
Neutral	18	10.6	10.6
Strongly Disagree	0	0	0
Disagree	40	23.4	23.4
Total	171	100	100

Table 6

As table 4.3 demonstrated above indicate that 15.2% of the respondents believed that corporate communication has a great role and it is effective in management function of ETC and they believe that it will bring positive improvement for the overall company development while 50.8% of the surveyed responding with Agree on its function and effectiveness. But 10.6 of the respondents have no any idea on corporate communication role and in its management function. And 23.4 % of the staff disagrees on the write contribution of corporate communication department in the organization. The result reveals that the majority of employees are interested and have high expectation on corporate communication role and in its management function.

4.2.1.2 Internal organizational communication function and its success.

From the convincing 171 repliers about internal organizational communication function and its success the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	58	33.9	33.9
Agree	65	38	38
Neutral	48	28.1	28.1
Strongly Disagree	0	0	0
Disagree	0	0	0
Total	171	100	100

Table 7

With regard to internal organizational communication function and its success. 58(33.9%) and 65(38%) of the respondents strongly agreed and agreed, respectively, on the internal organizational communication function and its success. The remaining 17.3% have reservations on the point. But there is no one who disagreed or strongly disagrees on Internal organizational communication function and its success. Therefore, from the above respondents of Ethio telecom staff indicate that the corporate communication department understood the importance of internal communication in order to achieve organizational objectives. As such it can be generalized from the response that ethio telecom corporate communication is performing well in the case of internal communication.

4.2.1.3 Performing efficient external communication function.

From the valid 171 respondents about performing efficient external communication function the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree			
Agree	43	25.2	25.2
Neutral	45	26.3	26.3
Strongly disagree	28	16.4	16.4
Disagree	55	32.2	32.2
Total	171	100	100

Table 8

The performing efficient external communication in the organization is very important element for good organizational corporate communication. Finding out the perspective of employees on the performance of effective corporate communication indicates that the level of conformity of the majority (32.2%) of employees disagree on the statement that corporate communication department is performing efficient external communication function while (26.3 %) are neutral and 25.2 % of the employees agree that the corporate communication is effective on external communication activity. The rest (16.4%) strongly disagreed on performing efficient external communication function.

According to the data it shows that the corporate communication is inefficient in performing external communication activities.

4.2.1.4 Effectiveness corporate communication in publicizing information and gathering feedback using social Medias?

From the valid 171 respondents about effectiveness corporate communication in publicizing information and gathering feedback using social Medias the following results have been founded.

Valid	Frequency	Percent	Valid Percent
Strongly agree			
Agree	89	52	52
Neutral	53	31	31
Strongly disagree	0	0	0
Disagree	29	16.7	16.7
Total	171	100	100

Table 9

It is possible to know the level of agreement of the majority (52%) of employees agree on the statement that effectiveness Corporate communication in publicizing information and gathering feedback using social medias is successful, while (31%) are neutral and the rest (16.7%) disagree on the effectiveness corporate communication in publicizing information and gathering feedback using social medias . This indicates that the performance of effectiveness Corporate communication in publicizing Information and gathering feedback using social medias had been clearly communicated to all employees and to the customers service implementation.

4.2.1.5 Handling well organized information about customer service

From the valid 171 respondents about handling well organized information about customer service the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	0	0	0
Agree	107	62.6	62.6
Neutral	40	23.4	23.4
Strongly disagree	0	0	0
Disagree	24	14	14
Total	171	100	100

Table 10

Concerning the statement on Handling well organized information about customer service problems the majority (62.6 %) of employees agree that handling well organized information about customer service problems is done on the corporate communication department, while (23.4%) are neutral , and (14%) are disagree on handling well organized information about customer service problems . This finding indicates that handling well organized information about customer service problems is well done in the corporate communication department that enhance to know the major problems of customer service problems.

4.2.1.6 Consistent message by using various communication channels?

From the valid 171 respondents about consistent message by using various communication channels the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	0	0	0
Agree	113	66.9	66.9
Neutral	54	31.6	31.6
Strongly disagree	0	0	0
Disagree	4	2.5	2.5
Total	171	100	100

Table 11

On the statement about consistent message by using various communication channels indicates that, the majority (66.9%) of employees agree, while (31%) are neutral, and (2.5%) disagree. This clarifies that about consistent message by using various communication channels by conducting various channels to disseminate fundamental information, the department has a regular message which is distributed for the public.

4.2.1.7 Position and acceptance of corporate communication in the organization?

From the valid 171 respondents about position and acceptance of corporate communication in the organization the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	7	4.1	4.1
Agree	60	35.1	35.1
Neutral	36	21.1	21.1
Strongly Disagree	45	26.3	26.3
Disagree	23	13.5	13.5
Total	171	100	100

Table 12

Regarding Position and acceptance of corporate communication in the organization, the majority 60 (35.1%) agree, while (21.1%) are neutral and (26.3%) are strongly disagreed 13.5% disagree and 4.1 % of the surveyors strongly agree on the position of corporate communication department in the organization. This indicates most employees of the organization has a reservation on mentality powerfulness consideration on the department in accordance with Organizational influence.

4.2.1.8 Maximizing the value of information by using communication tools.

From the valid 171 respondents about maximizing the value of information by using communication tools the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	17	10	10
Agree	97	56.7	56.7
Neutral	38	22.2	22.2
Strongly Disagree	0	0	0
Disagree	19	11.1	11.1
Total	171	100	100

Table 13

Majority of the respondents (56.7%) agree on the statement that ethio telecom corporate communication has a role in maximizing the value of information by using communication tools., while (22%) neutral and (11.1%) are disagreed ,and 10% of the valid surveyors strongly agree on the activities of maximizing value of information in the organization by corporate communication department.

4.2.1.9 Well organized communication disciplines (advertising, direct marketing, employee communications, media relations etc.)

From the valid 171 respondents about well organized communication disciplines (advertizing, direct marketing, employee communication, media relation etc.) the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	0	0	0
Agree	83	48.5	48.5
Neutral	36	21.1	21.1
Strongly disagree	0	0	0
Disagree	52	30.4	30.4
Total	171	100	100

Table 14

About the issue concerning well organized communication disciplines (advertising, direct marketing, employee communications, media relations, etc.) are objective, for most of the respondents (48.5%) agree that the elements that mentioned in the above are almost they are effective disciplines in the organization, while, (30.4%) disagree and (21%) are indifferent.

4.2.1.10 Supporting and encouraging an engaged community that participate in the public process and in identifying customer service problems.

Commencing the valid 171 respondents about supporting and encouraging an engaged community that participate in the public process and in identifying customer service problems the following statistics have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	0	0	0
Agree	35	20.5	20.5
Neutral	53	31	31
Strongly Disagree	0	0	0
Disagree	83	48.5	48.5
Total	171	100	100

Table 15

The level of agreement regarding the statement that explains Supporting & encouraging an engaged community that participate in the public process and in identifying customer service problems, majority of the respondent (48.5%) disagree, while (31%) neutral and the rest (20.5%) are agree about the issue. This explains that just for avoiding customer service problems there is a problem of participating the public about the issue. The cause for this also related with the lack of necessary knowledge and skills on the side of the corporate communication department as well as the majority management groups.

4.2.2 Focusing on Policy, Strategy and on Performance of the Organization?

4.2.2.1 Planning and applying Communication activates based in the organization policy frames?

From the valid 171 respondents about planning and applying communication activities in the organization policy frames the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	-	-	-
Agree	78	45.6	45.6
Neutral	42	24.7	24.7
Strongly Disagree	0	0	0
Disagree	51	29.8	29.8
Total	171	100	100

Table 16

Regarding on the item that says planning and applying communication activates based on the organization policy frames, the majority of the respondents (45.6%) agree, while (29.8%) disagree and (24.7 %) are neutral.

4.2.2.2 Designing strategy on focusing to solve customer service problems by corporate communication activates.

From the valid 171 respondents about designing strategy on focusing to solve customer service problems by corporate communication activities the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	22	12.9	12.9
Agree	58	34	34
Neutral	30	17.5	17.5
Strongly disagree	8	4.7	4.7
Disagree	53	31	31
Total	171	100	100

Table 17

On the question that the researcher is interested to acquire the reaction of targets that designing strategy on focusing to solve customer service problems by corporate communication activates., 31% and 4.7% strongly disagreed and disagreed, respectively, unlike the majority (34%) that believed on the point. In the middle 17.7% of the respondents preferred to take in neutral position. At the end, the researcher has got an evidence to conclude that ethio telecom corporate communication department is working by designing strategy on focusing to solve customer service problems by corporate communication activities.

4.2.2.3 Planned stake holder relation by corporate communication activates.

From the valid 171 respondents about planned stake holder relation by corporate communication the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	0	0	0
Agree	98	53.2	53.2
Neutral	23	17.5	17.5
Strongly disagree		4.7	4.7
Disagree	50	31	31
Total	171	100	100

Table 18

With regard to whether Planned stake holder relation by corporate communication activates positively, 53.2% of the respondents are agreed, that Planned stake holder relation by corporate communication activates does affect the success positively, however, 31% and 4.7% of employees have replied that Planned stake holder relation by corporate communication activates does not have any effect on the success of the company. The remaining 17.5% have reservations on the point. Therefore, it can be generalized from the response that ethio telecom can work Planned stake holder relation by corporate communication activates.

4.2.2.4 Stable and scheduled meeting with stake holders.

From the valid 171 respondents about stable and scheduled meeting with stake holders the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	0	0	0
Agree	76	44.4	44.4
Neutral	30	17.5	17.5
Strongly Disagree	0	0	0
Disagree	65	38.1	38.1
Total	171	100	100

Table 19

The 4th depict that the majority, 44.4% of respondents, have positive reactions to the point that ethio telecom has Stable and scheduled meeting with stake holders . But, 38.1% are disagreed on the point. Some (17.5%) are indifferent to decide. From this one can draw a judgment and assure that the companies has a clear strategy for Stable and scheduled meeting with stake holders.

4.2.2.5 Establishing and building on mutually beneficial trust worthy relationship with stake holders.

From the valid 171 respondents about establishing and building on mutuality beneficial trust worthy relationship with stake holders the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	14	8.2	8.2
Agree	72	42.1	42.1
Neutral	25	14.6	14.6
Strongly Disagree	0	0	0
Disagree	60	35.1	35.1
Total	171	100	100

Table 20

As can be seen from the above table, 8.2 % of the respondents strongly agreed concerning Establishing & building on mutually beneficial trust worthy relationship with stake holders, raised by the researcher; And only 42.1 % of them agreed on the issue. However the employees who disagreed represent 35.1 %, while 14.6% are neutral. Finally, As a result, it is possible to conclude that ethio telecom is Establishing & building on mutually beneficial trust worthy relationship with stake holders.

4.2.3 Practice and Experience in removal of key challenges by using Corporate Communication?

4.2.3.1 In identifying fundamental customer service problems?

From the valid 171 respondents about in identifying fundamental customer service problems the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	0	0	0
Agree	41	24	24
Neutral	89	52	52
Strongly disagree	-	-	-
Disagree	41	24	24
Total	171	100	100

Table 21

To know the perception of employees in Identifying fundamental Customer service Problems, the researcher has posed a question and 24% of the respondents argued that the company does not Identifying fundamental Customer service Problems. On the other hand, the same percentage (24%) of the respondents believed that ethio telecom is Identifying fundamental Customer service Problems. The rest, 52% of them, had no reaction on the issue. To this end, ethio telecom should Identify and handle fundamental Customer service Problems.

4.2.3.2 Appropriate usage of communication tools for solving customer service problems?

From the valid 171 respondents about appropriate usage of communication tools for solving customer service problems, the following results reviled as:

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	23	13.4	13.4	
Agree	102	59.7	59.7	
Neutral	18	10.5	10.5	
Strongly Disagree				
Disagree	28	16.4	16.4	
Total	171	100	100	

Table 22

The above table clearly depicts that the majority, 59.7% of respondents and 13.4 % agreed and strongly agreed on the issue and have positive reaction with the company's appropriate usage of communication tools for solving customer service problems. Some (10.5%) were indifferent to decide. On the other side,16.4% disagreed with the idea. From this one can draw a conclusion appropriate usage of communication tools for solving customer service problems is going well.

4.2.3.3 Creating clarification by identifying customer service challenges?

From the valid 171 respondents about creating clarification by identifying customer service challenges the following results have been obtained.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	33	19.3	19.3	
Agree	63	36.8	36.8	
Neutral	12	7.1	7.1	
Strongly disagree				
Disagree	63	36.8	36.8	
Total	171	100	100	

Table 23

According to the overall Creating Clarification by Identifying customer service challenges, 33 employees (19.3%) are strongly agreed with Creating Clarification by Identifying customer service challenges, 63 employees (36.8%) are agree with the point and 63 employee (36.8%) are disagreed and Finally (7.1%), 12 employees are indifferent with the idea.

4.2.3.4 Interaction between an organization and its external environment, in the sake of service deliverance challenges?

From the valid 171 respondents about the interaction between an organization and its external environment, in the sake of service deliverance challenges the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	32	18.7	18.7
Agree	82	48	48
Neutral	6	3.5	3.5
Strongly disagree	-		
Disagree	51	29.8	29.8
Total	171	100	100

Table 24

Regarding interaction between an organization and its external environment, in the sake of service deliverance challenges, the survey results reveal that the majority of respondents 82(48%) and 32(18.7%) are agreed and strongly agreed respectively. While 6(3.5%) respondents are neutral with Interaction between an organization and its external environment, in the sake of service deliverance challenges. on the other hand,51(29.8%) disagreed that Interaction between an organization and its external environment, in the sake of service deliverance challenges.

4.2.3.5 The interface between the organization and its environment, to help gathering, communicate and interpret information from the environment as well as representing the organization to the outside world.

From the valid 171 respondents about the interface between the organization and its environment to help gathering communicate and interpret information from the environment as well as representing the organization to the out side world the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	28	16.4	16.4
Agree	88	51.5	51.5
Neutral	0	0	0
Strongly disagree	0	0	0
Disagree	55	32.1	32.1
Total	171	100	100

Table 25

As it can be seen from the above table 88(51.5%) of the respondents and 28(16.4) respectively have agreed and strongly agreed with the interface between the organization and its environment, to help gathering, communicate and interpret information from the environment as well as representing the organization to the outside world. While 55 (32.1%) of them are Disagreed on the issue.

4.2.4 Opportunities to solve customer service problems in regarding to corporate communication practice?

4.2.4.1 Coordination of internal and external stake holders

From the valid 171 respondents about coordination of internal and external stake holders the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	32	18.7	18.7
Agree	68	39.8	39.8
Neutral	-	--	
Strongly disagree	15	8.8	8.8
Disagree	56	32.7	32.7
Total	171	100	100

Table 26

According to the Coordination of internal and external stake holders , 32employees (18.7%) are strongly agreed with the coordination, 15 employees (8.8%)are disagree with the point and only 56 employee (32.7%) are strongly disagreed and the highest percentage (68%), employees are agreed/satisfied with the department coordination of internal and external stake holders.

4.2.4.2 Well scheduled and planed meeting with management group and with employees?

From the valid 171 respondents about well scheduled and planned meeting with management group and with employees the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	17	10	10
Agree	63	36.8	36.8
Neutral	40	23.4	23.4
Strongly disagree	14	8.2	8.2
Disagree	37	21.6	21.6
Total	171	100	100

Table 27

To get evidence whether well Scheduled and planed meeting with management group and with employees is going on? a question is forwarded to respondents. With this survey, 17(10 %) and 63(36.8%) of targets strongly agreed and agreed respectively that there is well Scheduled and planed meeting with management group and with employees. On the other way, 14(8.2%) and 37(21.6%) of the respondents strongly disagreed and disagreed. Apart from this, 40(23.4%) of respondents replied to be neutral on the question what the researcher rise. Having this in mind, it is then possible to conclude that Well Scheduled and planed meeting with management group and with employees is held in a better way in ethio Telecom Company.

4.2.4.3 Promoting two way communications between the managers and the employees concerning customer service problems?

From the valid 171 respondents about promoting two way communications between the managers and the employees concerning customer service problems the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	35	20.5	20.5
Agree	57	33.5	33.5
Neutral	46	27.2	27.2
Strongly Disagree	14	8.3	8.3
Disagree	18	10.5	10.5
Total	171	100	100

Table 28

On the question that the researcher is interested to acquire the reaction of targets that Promoting a two way communication between the managers and the employees concerning customer service problems, only 8.3% and 10.5% strongly disagreed and disagreed, respectively, unlike the majority (54%) that believed on the point. In the middle 27.2% of the respondents preferred to take indifferent position. At the end, the researcher has got an evidence to conclude that ethio telecom is practicing Promoting a two way communication between the managers and the employees concerning customer service problems.

4.2.4.4 Exploiting opportunities for the purpose of solving customer service problems

From the valid 171 respondents about exploring opportunities for the purpose of solving customer service problems the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	11	6.4	6.4
Agree	63	36.8	36.8
Neutral	20	11.7	11.7
Strongly disagree			
Disagree	76	44.4	44.4
Total	171	100	100

Table 29

With regard to whether exploiting opportunities for the purpose of solving customer service problems is positive, 6.4% and 36.8% of the respondents are strongly agreed and agreed, respectively, that the Exploiting Opportunities for the purpose of solving customer service problems is done well, however, the most respondents 44.4% of employees have replied that Exploiting Opportunities for the purpose of solving customer service problems does not agree on the statement. The remaining 11.7% have reservations on the point. Therefore, the finding shows that from the response that ethio telecom should work more on Exploiting Opportunities for the purpose of solving customer service problems.

4.2.5 Challenges of Corporate communication Department in applying the right corporate Communication Profession.

4.2.5.1 Genuine involvement in managerial decision making and the overall strategic management of the organization.

From the valid 171 respondents about genuine involvement in managing decision making and overall strategic management of the organization the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	56	32.7	32.7
Agree	62	36.3	36.3
Neutral	9	5.2	5.2
Strongly disagree	6	3.6	3.6
Disagree	38	22.2	22.2
Total	171	100	100

Table 30

As can be seen from the above table, 32.7 % of the respondents strongly agreed with the point raised by the researcher; only 3.6 % of them strongly disagreed. However the employees who agreed represent 36.3 %, while 22.2% are disagreed and 5.2% are neutral. As a result, it is possible to conclude that in ethio telecom corporate communication department is a genuinely involved in managerial decision making and the overall strategic management of the organization.

4.2.5.2 Perception of the management groups and staffs for the corporate communication department.

From the valid 171 respondents about perception of the management groups and staffs for the corporate communication department the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	9	5.3	5.3
Agree	53	31	31
Neutral	14	8.2	8.2
Strongly Disagree	11	6.4	6.4
Disagree	84	49	49
Total	171	100	100

Table 31

To know the insight of employees in Perception of the management groups and staffs for the corporate communication Department, the researcher has posed a question and most of the employees 55.4% of the respondents argued that the Perception of the management groups and staffs for the corporate communication Department is not good-looking . On the other hand, (36.3%) of the respondents believed that ethio telecom gives positive Perception of the management groups and staffs for the corporate communication Department. The rest, 8.2% of them, had no reaction on the issue. To this end, ethio telecom did not provide good Perception of the management groups and staffs for the corporate communication Department.

4.2.5.3 Allocating adequate budget for corporate communication department?

From the valid 171 respondents about allocating adequate budget for corporate communication department the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	64	37.4	37.4
Agree	88	51.5	51.5
Neutral	19	11.1	11.1
Strongly Disagree	0	0	0
Disagree	0	0	0
Total	171	100	100

Table 32

The above information clearly depicts that the majority, 51.5% of respondents agreed and have positive reaction with the company's working environment and 37.4% have strongly agreed on the point. Some (11.1%) were indifferent to decide. No one is argued on allocating adequate budget for Corporate communication department . From this one can draw a conclusion assuring that the company has a conducive work environment for the department on the case budget.

4.2.5.4 Accomplishing qualified and competitive skilled man power for the department?

From the valid 171 respondents about accomplishing qualified and competitive skilled man power for the department the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	90	52.6	52.6
Agree	67	39.2	39.2
Neutral	14	8.2	8.2
Strongly disagree	0	0	0
Disagree	0	0	0
Total	171	100	100

Table 33

According to the Accomplishing qualified and competitive skilled man power for the department , 90 employees (52.6%) are strongly agreed with job security, 67 employees (39.2%)are agree and (8.2 %) 14 employees are indifferent with the idea. But no one is argued the issue that the researcher raised. Therefore it is possible to say that in Ethio telecom company there is a qualified and competitive skilled man power for the corporate communication department?

4.2.5.5 Creating appropriate working atmosphere and capacity building for the department practitioners’?

From the valid 171 respondents about creating appropriate working atmosphere and capacity building for the department practitioners` the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	39	22.8	22.8
Agree	66	38.6	38.6
Neutral	20	11.7	11.7
Strongly disagree	18	10.5	10.5
Disagree	28	16.4	16.4
Total	171	100	100

Table 34

Regarding creating appropriate working atmosphere and capacity building for the department practitioners, the survey results reveal that the majority of respondents 66(38.6%) and 39(22.8%) are agreed and strongly agreed respectively. While 20(11.7%) respondents are neutral with fairly creating appropriate working atmosphere and Capacity Building for the Department Practitioners. on the other

hand, 18(10.5%) and 28(16.4%) respondents strongly disagree and disagreed that fair payment is not crucial for employee motivation. From this one can conclude that fair and Appropriate working atmosphere and Capacity Building for the Department Practitioners is going on.

4.2.5.6 Accessibility of working materials for the department?

From the valid 171 respondents about accessibility of working materials for the department the following results have been obtained.

Valid	Frequency	Percent	Valid Percent
Strongly agree	42	24.6	24.6
Agree	87	50.8	50.8
Neutral	14	8.2	8.2
Strongly Disagree			
Disagree	28	16.4	16.4
Total	171	100	100

Table 35

As it can be seen from the above Table , 24.6 % of the respondents have strongly agreed with the Accessibility of working materials for the department , while 16.4 % of them are Disagreed. However the majority of the employees who are agreed represent 50.8 % and 8.2% are neutral. From this it is possible to conclude that ethio telecom makes Accessible working materials for the corporate communication department.

4.3 Narrative of Managers interview

One of the methods chosen for assessment of the role of corporate communication in solving customer service problems is to do a qualitative research by doing personal interview with selected representative managers of the company. During the selection of the managers effort was made to include managers from different divisions and years of service. Purposeful selection is used to ensure the representativeness of those interviewed managers at least division wise. Considering the time available for the research 7 managers were selected for the personal interview

All the Managers who were interviewed for the study have been working in Ethio Telecom for more than 6 years. The year of service ranges from 6 years to 18 years of service.

Most of the managers interviewed are in senior managerial positions in their respective offices. Out of the managers interviewed all have a close working relation with corporate communication department.

All the managers who interviewed believe that if corporate communication works properly and if it gets the attention of higher officials of the company, it has a remarkable function in solving customer service problems. All of them who are interviewed have a strong trust on the corporate communication department and they understood the importance of corporate communication function. All of them are interested and owned high expectation on corporate communication role including in its management function.

Six of the managers think that in the last three years the corporate communication has a role in the overall organizational growth and they believed, the Corporate communications departments play a key role in investors, employees and the customers how they perceive the company. They suppose that the department is serving as advisers in managing a company's reputation. Six of them believe that the department is helping the managers and the company top leaders to prepare themselves for media interviews, develop messages to the investors and employees and suggest new initiatives to keep companies on the cutting edge of communication with their stakeholders. But one manager did not agree on the current efficiency of corporate communication. He argues that the department is not well delivering the activities that expected from it. Even he doubts that the core higher officials of the company did not carry exposure for Corporate communication department in order to be active in all rounded activities.

About the question that the researcher raised on the activities of reputation and identity, six managers agree that the department was tried to describe the company capability to deliver value outcome service for the stake holders as well for the customer in general. But here also one manager did not agree on the idea; rather he argue that that the department did not well engaged in building reputation and positive image of the company for the customers, for the employees and for the public at all.

Concerning the question that raised by the researcher about permanent and planned meeting with stake holders; four of the managers agree that the company is libeling planed stake holders meeting in collaboration with Corporate communication department. But three of the managers argue that even if the company has a planned meeting with stake holders; but, the Corporate communication department is not this much functional in the meeting. They argue that only it engaged in recording video and photographing in all events that held with stake holders

On the question about their overall outlook of corporate communication and challenges they mentioned as the corporate communication is one of the central departments that adding value for the overall development of the company. All interview managers also agreed on the progress of overall performance specifically on the last three years. They appreciate the way the department is addressing information on

internal communication by the help of e mail system. But; they recommended there feeling about the challenges that the department faced. As the interviewed mangers suggestion out of several challenges of corporate communication department the following are the main challenges observed in the section.

- ✓ The first challenge that mangers suppose in corporate communication department is, lack of the scientific professional communication skills.
- ✓ The second challenge that the managers think in corporate communication department is; by several staff members including management groups it looked as an agent of politics in the company.
- ✓ The third challenge that the interviewed mangers perceived is; the current corporate communication practice in Ethio telecom Company lacks professionalism.
- ✓ As the respondents indicates that the forth challenges in Corporate communication of Ethio telecom is; top management groups did not give prior or equal intention as the consideration given for other core department in the company. On their opinion because of these grounds the experts did not successful at the level of their knowledge what they can perform in their corporate communication activates.

CHAPTER FIVE

5 FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter highlights the findings, the conclusions and the recommendations based on the analysis done on the data collected from respondents. This study focused on the role of corporate communication in solving customer service problems in the company of Ethiopian telecommunication Corporation. The discussion then tried to accomplish all the objectives of the study. As a result, recommendations are given for the target company to tackle problem at hand. Areas for further research of the study is also one of the emphasis of this chapter from which future research insights are conceived.

5.1 MAJOUR FINDINGS

The result of the research reveals that the corporate communication activities have a role in the overall progress of the company. The survey results of (45.7%) from the staff and 85% interview upshot from selected managers indicates that it has a remarkable functions in the overall activities and for the achievement of policy and strategies of the company.

According to their response on the open ended question the corporate communication department has a function of to flesh out the profile of the "company behind the brand" (corporate branding). And they suppose that a strong activity in the Corporate communication department can able to minimize inconsistency between the company's desired identity and customer service problems reaction. Specifically in the case of technical standards and procedures for the delivery of telecommunication services, quality of net work in fixed, mobile, internet and data communication, fluctuation of tariffs relating to basic telecommunication services.

Corporate communications as well as research documents highly emphasize that modern corporate management demands a two-way and strategically planned communication based on optimal use of all tools and functions of internal and external communication of the company. In this regard the finding indicates that, due to the implementation of e-mail based system communication within department and with other departments is assuring fast exchange of information. Therefore the internal communication of the company has been brought a great success in many aspects.

But the finding also shows that ; in the case of two way communication activities the department is only ensuring the interest of the company, it did not equally care for the internal and external communication including their stake holder's relation. Therefore the research findings in this regard shows, the Corporate

communication department does not give top priority or equal balance as of the internal communication for the external communication of the company and with stake holder relation.

The finding on the case of policy, strategy and the performance of the organization alignment with corporate communication activities analysis indicates: like in reputation, identity, stake holders relation and corporate social responsibility aspects 48.1% of the questioner and 85% of interview result signify that the respondents commented as the corporate communication department is working well on focusing in strategic issues of the company. The research indicated that the corporate communication activity in reputation, identity, stake holder relation and corporate social responsibility aspects align with the policy, strategy and the performance of the organization.

The survey questioner as well as interview conducted revealed that only 26% of the respondents said the Corporate communication department is using appropriately and effectively the opportunities that happened in the company in regard to solving customer service. As interviewer emphasized that the Corporate communication practice lacks being of activeness and effectiveness in the case of using opportunities for solving customer service problems.

5.2 Conclusions

1. The survey results (45.7%) from the staff and 85% interview result from selected managers indicates that it has a significant functions in the overall activates and for the success of policy and strategies of the company. Therefore it is possible to conclude that the Corporate communication department has a function of to flesh out the profile of the "company behind the brand" (corporate branding). And they believe that a strong activity in the Corporate communication department can able to minimize inconsistency between the company's desired identity and customer service problems reaction. Specifically in the case of technical standards and procedures for the delivery of telecommunication services; quality of net work in fixed, mobile, internet and data communication, fluctuation of tariffs relating to basic telecommunication services.
2. The result on the case of policy, strategy and the performance of the organization alignment with corporate communication activities analysis indicates, like in reputation, identity, stake holders relation and corporate social responsibility aspect the corporate communication department is working well on focusing in strategic issues of the company. The research result also indicated that the corporate communication activity in reputation, identity, stake holder relation and corporate social responsibility aspects align with the policy, strategy and

the performance of the organization. Also the result notices that from year to year it has brought better customer handling strategies.

3. Even if the Corporate communication has many opportunity to commence the company, to collect customer opinion, analyzing and applying systems in solving customer service problems by the help of Corporate communication practice , the department has go through with serious lack of using opportunities properly that occurred in different events in the company
4. In the case of communication tools the end result explain that the Corporate communication has a function in clarifying the company strategic issues by using different communication tools and on the reverse to accumulate the reaction and opinion of the customer to address their interests. Of the tools; that are applicable in corporate communication in order to solve customer service problems; electronic mail, newsletters, panels, exhibitions, social Medias, electronic medias, print medias and the like. According to the circumstances the Corporate communication applies different kind of Corporate communication tools for different kind of events for the purpose of addressing customer service. As such on this case the department is showing effective performance in validating communication tools.
5. In the case of practicing opportunities to solve customer service problems the Corporate communication did not show successful performance.
6. On the case of challenges of Corporate communication in the company ; from the result it can be conclude that; the application of the right corporate communication profession in to practice in Ethiopian telecom , four fundamental challenges must have got clarification.
 - a. Lack of the scientific professional communication skills.
 - b. Looked as an agent of politics in the company.
 - c. Lacks professionalism.
 - d. The top management groups did not give prior or equal intention as the consideration given for other core department in the company.
7. From the results that were obtained in open ended questions and in interview part it can be conclude that in ethio telecom, the Corporate communication is trying to contribute its role in minimizing customer service problems in the organization. Problems which mentioned in this research, especially beginning from the last three years is showing progress in turning down from year to year because of the contribution of Corporate communication in struggling against the problems. Specifically problems which make the customer's stress and those questions that bring problem of good governance; like technical standards and procedures for the delivery of telecommunication services; quality of net work in fixed, mobile, internet and

data communication, fluctuation of tariffs relating to basic telecommunication services are declining from being of obstacle in daily communication of the customer.

8. In general from the data, it is possible to conclude that when the Ethiopian telecommunication Corporate communication compared with other governmental communication departments currently it has a good performance and showing advancement from year to year (compared with the performance before 3 years ago). However the effort of performing professional Corporate communication activities on a sound with intellectual foundation requires well articulated politics and academic writing in the company. In this regard a lot remains to be done. The practice of Corporate communication in the company not only are confirmed to the political area. Rather it should be made on the important and strategic issues that would be articulated widely in the scholastic sphere.

5.3 Recommendations

On the basis of the findings, the researcher recommends the following strategic, tactical and operational measures, which must be taken by the company in order to improve the effectiveness of Corporate communication in solving customer service problems.

1. Strategically to make functional the Corporate communication department; the improvement of professionalism in the practice of Corporate communication and in solving problems that clue in service delivering should be given proper concern. For this reason scholars must be motivated to generate research works and journal on Corporate communication in the case of Ethiopian telecom or in Ethiopian context as the entire. Especially on the issues that will contribute to the development of Corporate communication in solving customer service problems should be identified and intellectual dissertation should be conducted in the standard basis.
2. Corporate communication credibility is a very important concern for Ethio telecom company. So based on the policy and strategy of the company; professionalism of Corporate communication must due strong focus on models of communication and reputation measures such as strategic Communication frames like focusing in ambition , on the vision of the country and the organization as well, internal situation , external situation, accountability, stakeholders relation, appropriate usage of resources, the way to approach customers and understanding their problems should be set accordingly at high and best standard, so that strategically the professionalism and respect of corporate communication department will be gained.
3. Tactically modernizing the practice of Corporate communication demands commencing regular programs in higher learning institution in under graduate levels, post graduate and doctoral level. Therefore the company in charge of making effective Corporate communication activities,

it must collaborate with higher education institution and work closely to commence such regular educational programs on Corporate communication. This kind of tactic will help to develop professional communication skills and help to pass up challenges that may occur in the application of Corporate communication activities. Also since globalization makes the communications system more dynamic and changeable every time, by the help of academic activities it will be possible to solve problems that is seen in service delivery and update their scholastic and worlds all rounded knowledge gap as far as possible

4. Operationally the Corporate communication model should be clearly specified. Rather than looking the department as political agent; the company claiming should be democratic and development should visibly be a sign of and practically promote Corporate communication department to deliver Corporate communication activities for the interest of both the customer and for the company.
5. Also on the operation phase, on the case of application communication tools in the company, customer based media selection and handling has to be firmly applied. Ethio telecom staffs whom the researcher interviewed claim that; Ethio telecom has its own studio and production materials. But there is a problem of producing quality programs and lacks attractive television agendas including the message and the way the program is presenting. Also there is a problem of TV coverage on the key strategic issues related with customer service problems of the company. Significant numbers of staffs assume that the company is not effective in transmitting fundamental company sensitive area on TV program .So the appropriate usage of media tools and awareness creation on the media , issue framing of news and future values should be conducted and need strong focus.
6. Since Globalization makes the communications system more dynamic and makes Corporate communication changeable every time. The Ethio. telecom Corporate communication must update their academic and worlds scholastic knowledge. When the company can deliver this in a successful way it will be possible to solve all the challenges that may occur in accordance with Corporate communication strategic and day to day activities. The department should be well structured in, using new technology and analytics of situations.
7. Finally developing the practice of Corporate communication in the nationwide needs a lot of researches exertion .Specially Corporate communication is the most untouched area in Ethiopia. Therefore higher institution has to revise extensively their curriculum and must open Corporate communication department. As such ethio telecom company must also motivate scholars who have an opportunity to give thought and conducting further studies on the area. Also the

Government communication affairs of Ethiopia have to contribute its role in modernizing this field of specialization as country wide.

5.4 Areas for further future research

The present research study has tried to find out the role of Corporate communication in solving customer service problems in Ethiopian telecommunication corporation ; popular concepts (like Corporate communication concept, models in communication and reputation, the role of Corporate communication in an organization, and highlight of telecommunication. Corporate brand and identities strategic communication frame and concept of strategic communication has been tried to touch. But this study has its limitations of the sample size, diversity of organizations and time line. The sample size was limited to only Addis Ababa city; hence the results cannot be generalized across Ethiopia. Thus, future research study can be conducted on a large number of Corporate communication professionals across Ethiopia. Also, a study can be conducted on the role of Corporate communication in solving customer service problems in banks and insurance and in large company of Ethiopia. Further, a comparative analysis between public and private sectors on the function of corporate communication can be studied.

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Appendix I

Addis Ababa University

Graduate School of Journalism and Communications specialization in PRSC (Public Relation and Strategic Communication)

The Role of Corporate communication in Solving customer service problems as a case study In Ethio Telecom Questionnaire.

Dear, Ethio Telecom Staffs,

I am a Master student in Public Relation and strategically Communication at Addis Ababa University, conducting my thesis research in *The Role of Corporate communication in Solving customer service problems as a case study In Ethio Telecom*:

The purpose of my research is to explore, the Role of Corporate communication in solving customer service problems through communication systems currently used in your organization, and your perception with the communication systems. I invite you to complete my questionnaire, which looks related with your organizational corporate communication and customer service. . This questionnaire has two sections Back ground Information of the surveyors and questions which is interconnected with opinions related to areas of your view with communication in related with solving problems customer service. The results of this survey will be anonymous and you will not be identified in any publication or report of the research findings.

Please read the instructions carefully and answer the questions in the order they are presented. If you encounter any problems or if you would like to discuss with any aspects of the study please don't hesitate to contact me at any time through the following address.

My contact details are below and I am too much glad to answer any questions that you may have.

prgeremew@gmail.com or ayalewgeremew@yahoo.com

09-20-77-01-64/09-78-79-05-86

Geremew Ayalew

Thank you!

Questioner for Staffs of Ethio. Telecom

A. Background Information

1. In which level your age is?
A. Under 25 B. 26-34 C. 35-44 D. 45-54 E. 55+
2. Your sex A. male B. Female
3. How long Have you Been in Ethio. telecom Corporation
A. less than 1 year B. 1-4 Years C. 5-8.Years D. 9 +
4. Your status Category in Ethio. telecom
A. Management B. Middle Management C. Officer D. Subordinator D. other
5. Please Indicate which Best Indicates your formal Education
A. Did Not Finish High school B. High school C. Complete college D. College degree
E. Post Graduate degree F. PHD
6. How Satisfied On your Organizational Corporate communication in all over activates
A. Very Satisfied B. Dis satisfied C. Some what Dissatisfied D. In Different E. Some what Satisfied
F. Satisfied G. Very Satisfied
7. In the last 3 years what has happened on your organizational Corporate communication level of responding favorable answer for customer questions
A. Stayed the same B, Gone Up. C . Gone down D. I don` Know

B. Attitude Focused questions

Listed Below are several Kinds of information often associated with the role of corporate communication in related with customer service. Please indicate how is your precipitation on the activity and or/ quality of each kind of information by circling the appropriate number at the right side of the issues.

1	2	3	4	5
Strongly Agree	Agree	Neutral	Strongly Dis Agree	Dis Agree

Corporate communication Function in the organization?	1	2	3	4	5
The Role of Corporate communication Department and its					

effectiveness in Management Function?					
Internal Organizational Communication Function and its success.					
Performing efficient External Communication Function.					
Effectiveness Corporate Communication in publicizing Information and gathering feedback using Social Medias?					
Handling well organized information about customer service problems					
Consistent Message by using various communication channels?					
Position and acceptance of Corporate communication in the Organization?					
Maximizing the Value of information by Using Communication tools.					
Well organized Communication disciplines (advertising, direct marketing, employee communications, media relations, etc.)?					
Supporting & encouraging an engaged community that participate in the public process and in identifying customer service problems.					
Focusing On Policy, Strategy and on Performance of the Organization?					
Planning and applying Communication activates based on the Organization policy frames?					
Designing Strategy On focusing to solve customer service problems by corporate communication activates.					
Planned stake holder relation by corporate communication activates.					
Stable and scheduled meeting with stake holders					
Establishing & building on Mutually beneficial trust worthy relationship with stake holders.					
Practice and Experience in removal of key challenges by using Corporate Communication?					
In Identifying fundamental Customer service Problems?					
Appropriate Usage of Communication tools for solving customer service problems?					
Creating Clarification by Identifying customer service challenges?					
Interaction between an organization and its external environment, in the sake of service deliverance challenges?					

5	The interface between the organization and its environment, to help gathering, communicate and interpret information from the environment as well as representing the organization to the outside world.					
	Opportunities to solve customer service problems in regarding to Corporate communication practice?					
1	Coordination internal and external stake holders					
2	Well Scheduled and planed meeting with management group and with employees?					
3	Promoting a two way communication between the managers and the employees concerning customer service problems?					
4	Applying Opportunities for the purpose of solving customer service problems					
	Challenges of Corporate communication Department in applying the right corporate Communication Profession.					
1	Genuine involvement in managerial decision making and the overall strategic management of the organization.					
2	Perception of the management groups and staffs for the corporate communication Department.					
3	Allocating adequate budget for Corporate communication Department?					
4	Accomplishing qualified and competitive skilled man power for the Department?					
5	Creating Appropriate working atmosphere and Capacity Building for the Department Practitioners'?					
6	The Relationship between corporate communication department and customer service department?					
7	Accessibility of working materials for the department?					

6. Your over all perception about corporate communication department of your organization.....
.....
.....

7. If you have any comment regarding corporate communication Over all activates and perception; please can you notice it??

Appendix II

Depth interview questions With Ethio Telecom Department Managers

1. How long have you been working in Ethio telecom?
2. What is your position and Involvement in the Ethiopian telecom management currently?
3. How can you evaluate the role of corporate communication in solving customer service problems?
4. If your answer is yes for question no. 4 how can it be described?
5. The Role of corporate communication in focusing on over all growing organizational capacity?
6. How can be described the activity of corporate communication role in reputation and identity?
7. What about the activity of the department effort in image Reputation in Identifying Image building?
8. How it could be described on giving attention for public opinion and putting a solving strategy for the problems?
9. How you evaluate corporate communication permanent and planned meeting with stake holders?
10. How it would be described on maximizing the value of information in the organization as well as country wide?
11. How do you describe the potential of corporate communication in problem solving and decision making?

Appendix III

Amharic Version questioners

የአዲስ አበባ የኒቨርስቲ የጋዜጠኝነትና ኮሙዩኒኬሽን የድህረ ምረቃ ት/ቤት (ስፔሻላይዜሽን በህዝብ ግንኙነትና ስትራቴጅክ ኮሙዩኒኬሽን)

ውድ የዚህ መጠይቅ ተሳታፊዎች ስሜ ገረመው አያሌው ይባላል። በአዲስ አበባ የኒቨርስቲ የድህረ ምረቃ ት/ቤት የህዝብ ግንኙነትና ስትራቴጅክ ኮሙዩኒኬሽን ትምህርት ክፍል ተማሪ ነኝ።

የማስተርስ ዲግሪ የማሟያ ጽሁፍም The Role of Corporate Communication in Solving customer service problems as a case study in ethio Telecom. በሚል ርዕስ እያዘጋጀሁ እገኛለሁ።

በመሆኑም ለዚህ ማሟያ ጽሁፍ ጽሁፍ ያግዘኝ ዘንድ የሚከተለው መጠይቅ ተዘጋጅቷል።

ይህ መጠይቅ የተዘጋጀው በተቋማት ውስጥ የተደራጁት የኮርፖሬት ኮሙዩኒኬሽን ዲፓርትመንቶች ከደንበኞች አገልግሎት አንጻር ያሉ ችግሮችን ከመፍታት አንጻር ያላቸውን በጎ አስተዋጾ አስመልክቶ ለሚደረገው ጥናት አጋዥ እንዲሆን ታስቦ የተቀረጸ ነው።

በመሆኑም ከዚህ መጠይቅ የሚገኘው ማናቸውም ዓይነት ምላሽ ለዚህ ጥናት ብቻ በግባዓትነት የሚያገለግል ስለሆነ ጥናቱ የተሳካ ይሆን ዘንድ ከታች የተዘረዘሩትን ጥያቄዎች በኃላፊነት ስሜት ትክክለኛውን መረጃ በመሙላት ትብብር እንድታደርጉልኝ በአክብሮት እጠይቃለሁ።

መጠይቁን በምትሞሉበት ጊዜ ከጥናቱ ጋር ተያያዥነት ያላቸው ጥያቄዎች ካሏችሁ በተንቀሳቃሽ ስልክ ቁጥሩ 09-20-77-01-64 በመደወል ወይም prgeremew@gmail.com ብላሁ ብትልኩ መልስ ለመስጠት ዝግጁ መሆኔን በአክብሮት አሳውቃለሁ።

ስለ ትብርዎ ቅድሚያ አመሰግናለሁ።

አጠቃላይ

- ጾታ ሀ ወንድ ለ ሴት
- ዕድሜ ሀ. ከ25 ዓመት በታች ለ. ከ26-34 ሐ. 35-44 መ. 45-54 ሠ. ከ 55 በላይ
- በአ.ት.ዮ. ቴሌኮም መ/ቤት ውስጥ ለምን ያህል ዓመት ሰርተዋል ሀ. ከ 1 ዓመት በታች ለ. ከ 1-4 ዓመት ሐ. ከ5-8 ዓመት መ. ከ9 ዓመት በላይ
- የትምህርት ደረጃ ሀ. ሀይስኩልና ከዚያ በታች ለ. የኮሌጅ ዲፕሎማ ለ. የመጀመርያ ዲግሪ ሐ. ሁለተኛ ዲግሪ መ. ደክተሬት ዲግሪ
- በአ.ት.ዮ. ቴሌኮም ውስጥ የእርስዎ የስራ ደረጃ ሀ. የማይጅመንት አባል ለ. በድን መሪ. ሐ. ባለሙያ መ. ሌላ
- በተቋምዎ በላው የኮርፖሬት ኮሙዩኒኬሽን ዲፓርትመንት አጠቃላይ ስራ ላይ ያለዎት ዕይታ

ሀ. በጣም ያስደስተኛል ለ. ያስደስተኛል ሐ. በትንሹ ያስደስተኛ መ. አያስደስተኛም ሰ. በትንሹ አያስደስተኛም ሠ. በጣም አያስደስተኛም

- ባለፉት 3 ዓመታት ወይም ያለውን የኮርፖሬት ኮሙዩኒኬሽን አፈጻጸም እንዴት ይገመግሙታል

ሀ. ተመሳሳይ ነው ለ. የአሰራር መሻሻል እያሳየ ነው ሐ. ከመሻሻል ይልቅ ዕየቀነሰ ነው።

አተያይ ላይ ያተኮሩ ጥያቄዎች

✓ ከታች የተዘረዘሩት ጥያቄዎች እስከ የሚሰሩበት ተቋም የኮርፖሬት ኮሙዩኒኬሽን ዳይሬክቶሬት ከደንበኞች አገልግሎት ጋር በተያያዘ የሚያከናውናቸውን ተግባራት ይመለከታል። በመሆኑም ከታች በተቀመጡ አማራጮች መሰረት በእርስዎ እይታ ትክክለኛ መልስ ያያዘውን ቁጥር ከጥያቄው በስተቀኝ አቅጣጫ (ወይም X) ምልክት በማድረግ ይመልሱ።

በጣም ጥሩ ነው	ጥሩ ነው	የምለው የለኝም	ጥሩ ዓይደለም	በጣም ጥሩ ዓይደለም
1	2	3	4	5

ተ. ቁ	ጥያቄዎች	አማራጮች				
		1	2	3	4	5
1	የኮርፖሬት ኮሙዩኒኬሽን ዲፓርትመንት በተቋም ውስጥ ስላለው ፋይዳ					
1.1	የኮርፖሬት ኮሙዩኒኬሽን በተቋሙ ውስጥ የሚያከናውነው የኮሙዩኒኬሽን አሰራርና ውጤታማነት					
1.2	ኮርፖሬት ኮሙዩኒኬሽን ዲፓርትመንት ከተቋሙ ውጭ የሚያደርገው የኮሙዩኒኬሽን ስራና ውጤታማነት					
1.3	የተቋሙን ስትራቴጂክ ጉዳዮች ለህዝብ ተደራሽ ከማድረግ አንጻር					
1.4	የተቋሙን ስትራቴጂክ ጉዳዮች ለህዝብ ተደራሽ ከማድረግ አንጻር					
1.5	በተቋሙ ስም በተከፈተ የሶሻል ሚዲያ አማካይነት ከህብረተሰቡ ስለተቋሙ ያለውን አተያይ ግብረ መልስ ከመሰብሰብ አንጻር					
1.6	ኮርፖሬት ኮሙዩኒኬሽን ዲፓርትመንት የደንበኞች አገልግሎት አሰጣጥን አስመልክቶ የተደራጀ መረጃ ከመያዝ አንጻር					
1.7	የተለያዩ የተግባራት ዘዴዎችን በመጠቀም ተከታትይነት ያለው ደንበኛ ተኮር መረጃ ለህዝቡ ከማድረስ አንጻር					
1.8	የኮርፖሬት ኮሙዩኒኬሽን ዲፓርትመንት በተቋሙ ውስጥ ያለው ተቀባይነት					
1.9	በህዝብ ግንኙነት መሳሪያዎች ተጠቅሞ የመረጃን አስፈላጊነት ከማጥፋት አንጻር					
1.10	የኮሙዩኒኬሽን መሳሪያዎችን(ማስታወቂያን፣ ቀጥታ ግብይትን፣የሰራተኛን ተግባራት፣ ፓናል ውይይትን፣የህትመት ውጤቶችን፣ሚዲያ ግንኙነት....) በተደራጀ መልኩ ከመጠቀም አንጻር					
1.11	ተገልጋዩ ህዝብ በተቋሙ መሰረታዊ ጉዳዮች ላይ ተዋናይ እንዲሆን ከማበረታታት እና በአግልግሎት አሰጣጥ ችግሮች ዙርያ አስተያየት እንዲሰጥ ምቹ ሁኔታ ከመፍጠር አንጻር					

2.	ተቋማዊ ፖሊሲ፣ ስትራቴጅ፣ ዕቅድና አፈጻጸምን በተመለከተ				
2.1	የኮርፖሬት ኮሙዩኒኬሽን ተግባራት የተቋሙን ፖሊሲና ስትራቴጅ መሰረት አድርገው እንዲፈጸሙ ከማድረግ አንጻር				
2.2	የደንበኞችን አገልግሎት አሰጣጥ ችግር ለመቅረፍ የኮሙዩኒኬሽን ስትራቴጅን ከመቅረጽ አንጻር				
2.3	ከባለድርሻ አካላት በዕቅድ ላይ የተመሰረተ ግንኙነት ከመፍጠር አንጻር				
2.4	በእቅድ በተያዘ እና ቋሚ በሆነ መርሃ ግብር ላይ ተመስርቶ ከባለድርሻ አካት ጋር ግንኙነት ማድረግ				
2.5	በኮርፖሬት ኮሙዩኒኬሽን ተግባራት ታግዞ የደንበኞችን አገልግሎት አሰጣጥና ችግር ከመቅረፍ አንጻር				
2.6	ውጤታማ የደንበኞች አገልግሎት አሰጣጥን በኤግቢ.ቢ.ሽን፣ በስብሰባዎች፣ በመንገድ ላይ ትዕይንቶች ለህዝብ ከማረስ አንጻር				
2.7	ከባለድርሻ አካላት ጋር የሁለትዮሽ ተጠቃሚነትን መሰረት ያደረገ መርህ ከመተግበር አንጻር				
3.	ችግሮችን ከመጋፈጥና ከመፍታት አንጻር ኮርፖሬት ኮሙዩኒኬሽን ዲፓርትመንት ያለው ተሞክሮ				
3.1	መሰራታዊ የደንበኞች አገልግሎት አሰጣጥ ችግሮችን ከመለዩት አንጻር				
3.2	የደንበኞችን አገልግሎት አሰጣጥ ችግር ከመቅረፍ እና ከችግሮች ጋር ተገቢነት ያላቸውን የኮሙዩኒኬሽን መሳሪያዎች ከመጠቀም አንጻር				
3.3	የደንበኞች አገልግሎት አሰጣጥ ችግሮችን ከመለየትና ለሚመለከተው አካል ችግሮች እንዲፈቱ በወቅቱ ከማሳወቅ አንጻር				
3.4	በተቋማዊ የደንበኞች አገልግሎት አሰጣጥ ችግሮች ዙርያ ተቋሙንና ከተቋሙ ውጭ ያሉ አካላትን ለማገናኘት የጋራ መድረክ ከመፍጠር አኳያ				
3.5	ከተቋሙ መሰረታዊ ዓላማ እና ከደንበኞች ፍላጎት ጋር በማዋህድ መረጃዎችን ከመሰብሰብ እና ከመተንተን አንጻር				
4	በተቋሙ ውስጥ ያሉ መልካም አጋጣሚዎችን የደንበኞችን አገልግሎት አሰጣጥ ችግር ለመፍታት እንዲቻል ኮርፖሬት ኮሙዩኒኬሽን የሚጠቀምባቸው መልካም አጋጣሚዎች				
4.1	የውስጥንም የውጭንም ባለድርሻ አካላት የደንበኞች አገልግሎት አሰጣጥ ችግሮችን መፍታት እንዲቻል ከማቀናጀት አንጻር				
4.2	በተደራጀ እና በዕቅድ በተያዘ መርሃ ግብር ከማኔጅመንት አባላት እና ከአጠቃላይ ሰራተኛ ጋር ውይይት ማድረግ				
4.3	በማኔጅመንት እና በሰራተኛው መካከል ያለን ተግባራት የሁለትዮሽ እንዲሆን ምቹ ሁኔታን ከመፍጠር አንጻር				
4.4	በተቋም ውስጥ የሚፈጠሩ አጋጣሚዎችን ሁሉ የደንበኞች አገልግሎት አሰጣጥ ችግርን መፍታት እንዲቻል ከመጠቀም አንጻር				
5	ትክክለኛውን የኮርፖሬት ኮሙዩኒኬሽን ተግባርና ኃላፊነት ለመወጣት ያሉ ተግዳሮቶች				

Appendix IV

ለቃለ ምልልስ ከዲፓርትመንት ሃላፊዎችና ኮባድን መሪዎች ጋር ለማድረግ የተዘጋጀ መጠይቅ

1. በዚህ ተቋም ውስጥ ለምን ያህል ጊዜ ሰርተዋል?
2. በተቋሙ ውስጥ ያለዎ የሥራ ሃላፊነት ምንድን ነው?
3. የተቋሙን የኮርፖሬት ኮሙዩኒኬሽን ዲፓርትመንት በደንበኞች ዘንድ የሚታዩ የተለያዩ የአገልግሎት አሰጣጥ ችግሮችን ለመፍታት አንጻር ያለውን ዕንቅስቃሴ እንዴት ይገልጹታል?
4. የተቋሙ የኮርፖሬት ኮሙዩኒኬሽን ዲፓርትመንት በደንበኞች ዘንድ ለውን የአገልግሎት አሰጣጥ ችግር ከመቅረፍ አንጻር አስተዋጾ አለው ብለው ያስባሉ? ካለው እንዴት? ከሌለውስ ለምን?
5. የተቋሙን የኮርፖሬት ኮሙዩኒኬሽን አጠቃላይ ተቋማዊ ለውጥ ውስጥ ያለውን አስተዋጾ እንዴት ይገልጹታል?
6. የተቋሙን ገጽታ ከመገንባት አንጻር የኮርፖሬት ኮሙዩኒኬሽን ሚና እንዴት ይገለጻል?
7. የባለድርሻ አካላት አስተያየት ከመሰብሰብ እና ችግሮችን በስትራቴጂ አስቀምጦ ለመፍታት የሚያድረውን ጥረት እንዴት ይገልጹታል?
8. ከባለ ድርሻ አካላት ጋር መደበኛ የሆነ እና በዕቅድ ላይ የተመሰረተ ግንኙነት ከማድረግ አንጻር?
9. በሀገር አቀፍ ደረጃ ተቋማዊ መረጃዎችን ዋጋ በመስጠት ትኩረት ሰጥቶ ከማሰራጨት አንጻር?
10. በአጠቃላይ ችግሮች ሲኖሩ ችግሮችን ለመፍታት ያለው አቅምና ውሳኔ ሰጭነቱን እንዴት ይገልጹታል?

Appendix V

Check list for Personal Observation

1. The way of Communication in the Organization?
2. Communication between employees and Middle and top management?
3. Corporate communication technology Application?
4. Employee's relationship in the organization?
5. Communication between Employees on the same level of potation?
6. Role of Corporate communication in solving customer service problems?
7. Weakness and strength of corporate communication based on the Principles communication in the organization
8. Employees and Corporate communication relationship in the organization
9. Communication between different department in the organization specially (Customer service and Corporate communication)
10. Difference of customer service satisfaction employees regarding age and sex in the organization?