

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
SCHOOL OF JOURNALISM AND COMMUNICATIONS
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
PROGRAM



**THE STRATEGIC ROLE OF PUBLIC RELATIONS IN CORPORATE
REPUTATION BUILDING: THE CASE OF TOURISM ETHIOPIA**

BY
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ADDIS ABABA, ETHIOPIA

JUNE, 2019

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REPUTATION BUILDING: THE CASE OF TOURISM ETHIOPIA**

**A THESIS SUBMITTED TO THE GRADUATE SCHOOL OF JOURNALISM
AND COMMUNICATIONS OF THE ADDIS ABABA UNIVERSITY; FOR THE
PARTIAL FULFILLMENT OF MASTER'S DEGREE IN PUBLIC RELATIONS
AND STRATEGIC COMMUNICATION.**

BY

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JUNE, 2019

Declaration

I, Seyoum Tito hereby declare that this MA Thesis is the result of my own work and that all sources have been accurately reported and acknowledged, and that this document has not been previously, in its entirety or in part, submitted to the Addis Ababa University or any other university in order to obtain academic qualifications.

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This is to certify that the thesis prepared by Seyoum Tito entitled: The strategic role of public relations in corporate reputation: The case of Tourism Ethiopia and submitted in partial fulfillment of the requirements of the degree of Master of arts in journalism and communications, specialization in Public relations and strategic communications complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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Acknowledgments

First and above all I would like to thank to the almighty God for his support in all my life and for the successful completion of this thesis work. This thesis is not only the result of my personal endeavor, but also many others involvement. First of all, I would like to acknowledge professor Ton Veen for his continuous support of my MA research, for his patience, motivation, great commitment and immense knowledge .His guidance helped me in all the time of the research and writing of this thesis.

I wish also thank Addis Ababa communication affairs bureau for granting me this opportunity to join this MA program.

To my family, especially my beloved mother W/ro Mame G/egzabhaire, my wife Emebet Gizachew and my son Adoniyas Seyoum , I am very grateful for their unconditional support, patience, and love.

I would like to thank Dr. Nigussie Meshesha for his friendly and honest support in terms of providing me related books for my research work. My gratitude goes to my friend Kassahun Workenhe, who guided me how to operate with SPSS software and edited my thesis work. I also thank Addis Ababa University for its kind support without its financial support my research study was impossible.

Finally yet importantly, I really appreciate all the respondents of the research Tourism Ethiopia management and staff members especially Mr. Alqadir and Fikir for their unconditional support during my research time.

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List of acronyms

CBM Corporate Brand Management

CC Corporate Communication

CEO Chief executives officer

CIPR Chartered institute of public relations

CSR Corporate social responsibility

GDP Growth domestic product

MOCT Ministry of tourism and culture

NGO Non-Governmental organizations

PR Public relations

ROI Return on investment

SWOT strength weakness opportunity threat

TE Tourism Ethiopia

UK United Kingdom

UNWTO United nation's world tourism organization

WTM World Travel Market

WTTC World travel & tourism council

Abstract

The principal aim of this study was assessing the strategic role of public relations in corporate reputation building of Tourism Ethiopia. The study was undertaken in the form of a case study combining both quantitative and qualitative research methodologies. The research data was collected by means of three methods data gathering such as survey questionnaire, in-depth-interview and document analysis. Sample survey was conducted with 195 respondents applying purposive sampling methods for internal employees 44 respondents and 151 external stakeholders. The sample size was determined using the Alsalloum (2014) formula. The survey was also accompanied by in-depth interview and document analysis. Finally, the data gathered through questionnaire from the survey were analyzed using tables and percentages descriptively by using SPSS software version 20. For the document review and the qualitative data were analyzed thematically and SWOT analysis method.

The study found that the overall organizational public relations is weak among its publics or stakeholders.

According to the result of the study from all dimensions of public relations and corporate reputation, the finding showed that Stakeholders of Tourism Ethiopia were isolated and the communication was not effective. The organization did not properly use public relations; they provide incomplete information for public or stakeholders and loss their name, reliability and reputation. The findings of the study revealed that the organization did not implement strategic public relations for both affecting organizational and stakeholders work to protect its reputation. Not effective or poor strategic communication led to autocratic or one way communication style in the organization. In addition to these, the correlation result between reputation positive with low mean response shows that the organization did not build corporate reputation of tourism Ethiopia. The public relations also did not play a key role in ensuring a positive corporate reputation of Tourism Ethiopia.

Therefore, the researcher suggests organizations need to know the importance of strategic PR roles in their organizational reputation.

Key words: Strategic PR, corporate reputation, public and stakeholders.

CHAPTER ONE

Introduction

1.1 Background of the study

The Chartered Institute of Public Relations (CIPR, 2010) definition of public relations states ‘public relations is about reputation – the result of what you do, what you say and what others say about you. It is the planned and sustained effort to establish and maintain good will and mutual understanding between the organization and its publics’. It is the role of public relations to make sure that the organization is getting credit for the good it does. Great reputations are built on doing this consistently over a period of time in which a track record of delivering on promises and engendering trust is evident to everyone. All members of an organization have a contribution to make to building and sustaining reputation (Murray and White, cited in P.J Kitchen and T.Watson 2008).

Strategic decision making is goal directed and guided by an organization’s larger purpose. According to Nickols 2010 cited in Erica Weintraub Austin, Bruce E Pinkleton ,2015, “strategy is the bridge between policy or high-order goals on the one hand and tactics or concrete actions on the other.” In its latest theoretical developments and best practice, the field of public relations (PR), also known as ‘corporate communication’ or ‘communication management,’ has much to offer in bringing about the changes referred to previously. PR is increasingly moving away from its 20th century focus on persuading target audiences to align their attitudes/behaviors more closely to those of organizations (Falconi, 2010). New PR paradigms of the 1980’s and 1990’s, such as the two-way symmetrical communication and excellence approaches (Grunig, et al., 2002; Grunig and Hunt, 1984), focus on mutual understanding between organization and stakeholders, and on assisting the organization to accommodate stakeholder views different from their own.

According to Steyn (2009), the strategic role of PR as strategic reflection, providing top management with a societal perspective by interpreting the expectations/concerns of organizational and societal stakeholders’ reorganizational behaviors and strategies.PR is, thus,

moving away from playing a mere tactical role to a strategic PR role at the top management or societal level - helping organizations to achieve a balance between economic and social goals (Grunig, 2009; Steyn, 2007).

Fombrun cited in Chan T. J. (2018), corporate reputation is a perceptual representation of a company's past actions and future prospects that describe the firm's overall appeal to all of its key constituents when compared with other leading competitors. Later, Fombrun (2012) further highlighted the new definitions of corporate reputation which focused on the different stakeholder group, whereby corporate reputation is defined as a collective evaluation of a corporation's attractiveness to a specific group of stakeholders relative to a reference group of corporations with which a corporation competes for the resources.

On the other hand, Van Riel (1995) regarded PR's role in the achievement of the organization's mission as professionally carrying out the mirror and window functions. Steyn (2000) broadened the mirror function (the foundation of the PR strategist role) to the monitoring of relevant environmental developments and the anticipation of their consequences for the organization's policies and strategies, especially with regard to relationships with stakeholders and other interest groups in society. She also broadened the window function (the foundation of the PR manager and technician roles) to "the preparation and execution of a communication policy and strategy resulting in messages that portray all facets of the organization in a transparent way.

Ethiopia has abundant tourism asset and set ambitions targets but difficult to achieve the desired result in comparison to the international tourism destination competitiveness trend. The main aim of this study is how strategic PR helps to build corporate reputation of Tourism Ethiopia.

In view of the above issues, this study examined the strategic aspects of public relations in Corporate Reputation building of Tourism Ethiopia.

1.2 Background of the organization

Previously, the Ethiopian Tourism organization was established under the proclamation of No. 294/2005, but currently following to the new political reform in the country and given more attention to the sector by the federal government; the organization has been renamed as Tourism Ethiopia under the new proclamation No.1017/2011. The organization is directly responsible to the prime minister office of Ethiopia. In addition to these, considering the pace of growth of tourism arrivals and investment in tourism as well as the potential for further development, the new Growth and Transformation Plan for 2015/16-2019/20 has recognized tourism as one of the top five strategic economic sectors in Ethiopia (www.ethiopiatravel).

The main mandate of the new **Tourism Ethiopia** is to enhance the benefits of tourism in a sustainable and competitive manner by mobilizing and providing leadership to the tourism sector and stakeholders towards tourism destination development and marketing.

Main areas work of the tourism Ethiopia

The Tourism Ethiopia (TE) started its operations in 2014 and it is working hard to implement its mandate such as Fostering Destination and Product Development, Marketing Ethiopia as a Tourism Destination and Ensure Collaboration and Alignment.

Tourism Ethiopia is based in Addis Ababa and works in close collaboration with public and private stakeholders.

1.3. Statement of the problem

This time the strategic role of public relations plays an important role in building and sustaining organizational reputation. The concept of role was introduced to PR by Broom and Smith (1979) and became the most researched concept in the field (Pasadeos, Renfro, & Hanily, 1991). The definition of role has focused on “the position in a given social structure, on the actor in relation with others, or on the activities of organizational members” (Biddle, as cited in Toth & Trujillo, 1987,). Two empirical roles have dominated PR roles research: manager and technician. Practitioners in the PR manager role make communication policy decisions, are involved in all PR decision making, frequently use research to plan or evaluate their work, and counsel management. The PR technician provides the communication and journalistic skills needed to implement PR programs (J. E. Grunig & Hunt, 1984).

Tourism is widely perceived to be an effective vehicle for development (Sharpley, 2000). For many countries, this sector is considered as a powerful stimulator of national economies because it affects those economic sectors associated with it, and at the same time creates jobs, increases domestic demand, contributes positively to the balance of payments and allows a better reallocation of wealth.

According to WTTC, (2018),tourism is one of the largest economic sectors ,supporting one in 10 jobs (319 million) worldwide and generating 10.4%(US\$ 8.8trillion) of world GDP.In (2018), the travel & tourism industry also experienced 3.9% growth compared to the global economy (3.2).One in five new jobs were created by the industry over the last five years.

The researcher observed stakeholders of all types especially in the tourism sector are under increasing pressure to be more responsive to their needs, interests and expectations as such have chosen Tourism Ethiopia as one of a corporate organization working in the tourism industry suitable to conduct this study.

A good corporate reputation is seen as valuable asset. How it evolves and how to manage the phenomenon is, therefore, interesting to investigate since it can give an organization the competitive edge in any business industry. Thus, in this study, the researcher seeks to establish

the activities performed by PR professionals of Tourism Ethiopia in managing corporate reputation building of Tourism Ethiopia.

However, it was generally felt that the contribution of communication/PR practitioners to organizational strategy formulation/ PR's strategic role is still not fully understood by many nor taught in PR curricula worldwide). This view is supported by Grunig (cited in B. Steyn 2010) in stating that "the greatest challenge for scholars now is to learn how to institutionalize strategic public relations as an ongoing, accepted practice in most organizations."

On the other hand, as far as the knowledge of the researcher is concerned, even though, the international tourist arrival to Ethiopia is increasing, much is expected to do like in domestic tourism and destinations development in the country (UNWTO, 2018). There is an obvious scarcity of empirical research on large corporate reputation organizations. Therefore, more studies are needed in relation to strategic public relations & corporate reputation in Ethiopia particularly the country's tourism sector taken as the case study.

Thus, in line with this there is no more academic research on strategic aspects of public relations in relation to reputational building therefore this study attempt to fill this gap by examining PR professionals' activities of Tourism Ethiopia and in managing its corporate reputation. .

1.4 Objectives of the study

1.4.1 General objective

The main objective of the study is to explore the strategic role of public relations in corporate reputation building related to Tourism Ethiopia.

1.4.2 Specific objectives

In line with the above general objective, the following specific objectives will be addressed.

1. To analyze the strategic aspects of public relations in Tourism Ethiopia performances
2. To explore the management of corporate reputation in Tourism Ethiopia
3. To examine polices and strategies employed by Tourism Ethiopia towards corporate reputational building
4. To examine how strategic public relations models can contribute in building good corporate reputation of Tourism Ethiopia

1.5 Research questions

In order to meet the above mentioned research objectives and seek answers for the stated objectives, the study was guided by the following research questions:

1. How Tourism Ethiopia uses strategies of public relations?
2. How are polices and strategies of Tourism Ethiopia employed for corporate reputational building?
3. To what extent Tourism Ethiopia used strategic public relations for an organization corporate reputation building?
4. How is the correlation of strategic public relations roles on corporate reputation of Tourism Ethiopia?

1.6 Scope of the study

The study is delimited geographically to Tourism Ethiopia which is found in Addis Ababa. The other reasons are to collect the most recent data easily from the representative of the participants in the study in addition to its geographical and time restriction.

The study also limited in terms of issue to the strategic role of public relations in corporate reputation building.

1.7 Significance of the study

This study is highly expected to contribute to the theoretical body of knowledge and practical application in public relations about strategic aspects of public relations and corporate reputation building. It can contribute to the existing literature on the phenomenon as it can lay foundation for further academic research and strength for the new public relations industry in Ethiopia. In addition to these, it can also contribute by providing useful suggestions for better development of different destinations areas to attract more tourists in the tourism sector both at national and international level. I consider that public relations professionals can use the findings of this study useful in understanding strategic public relations and organizational reputation in detail.

In addition to these, this study is expected to add contribution on research areas. Public relations professionals, practitioners and academics can conduct researches on the theme of corporate reputation building. Academicians and practitioners also can conduct further research and use this paper as a reference tool for their study. Finally, the study can strengthen a good cooperation between Tourism Ethiopia and its constituencies or stakeholders to bring organization reputation.

1.8 Limitations of the Study

Collecting data from all individuals with different beliefs and attitude about the strategic PR and corporate reputation have some limitations .They may not disclose their real feelings because of several reasons and boldly express their opinion what they feel and believed comforts the researcher, which might not be the true indication of the reality. In such cases the research required to measure only those expressed opinions assumptions from it.

Under this condition, these potential limitations were tackled by being conscious about the limitations encountered and by putting careful strategies, procedures when conducting and processing the data process. The nonexistence of local literature was a great limitation so; this study finding couldn't be properly discussed in context. The other major limitation of this study was unhinges of respondents to provide accurate information for the study .However, the researcher tried his best to fill the gap by using such as applying multiple methods of data collecting system and discussing with respondents on the importance of accurate data for the organization and employees in general.

1.9 Organization of the paper

This paper has six chapters. The first chapter presents introduction, back ground of the organization, statement of the problem, research objectives, and research questions, scope of the study, significance of the study and limitations of the study.

The second chapter is all about review of related literature and theoretical framework. Third chapter presents research methodology. Data presentation, interpretation and analysis are included in chapter four. Chapter five includes the finding and discussion. The final chapter six contains conclusion and recommendation of the study.

CHAPTER TWO

RELATED LITERATURE REVIEW

2.1. The Concept of Public Relations

The concept of public relations had been subjected to several scholarly definitions. (Harlow 1976, cited in Alison Theaker ,2016), provided a more elaborate definition to the concept of public relations after compiling over 500 PR definitions from different scholars and practitioners in the field. Public relations is distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools.

Broom (2007) and Cutlip et al. (2000) stated public relation is establishes and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depend. Cutlip et al. (2000) cited in Kitchen, P.J. Thomson (2007) Public Relations is meant as communication between the organization and its external public such as local community, customers, government, suppliers, and investors.

Though there seems to be no generally acceptable definition to it, however, there exists some similarity in several definitions. Health and Vasquez cited in Ukam (2017) attributed the proliferation in the definition of public relations to the fact that no one perspectives or description is identical to another. They contended that the possibility of misunderstanding the concept is even worse than the lack of a universally acceptable definition.

According to PRSA (2011/12), “Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.”In other words, it establishes cordial and fruitful relationship between an organization and its publics; including directors, customers, suppliers, bankers’ shareholders, community leaders, media, top management officials and agencies.

As Shultz and Barnes cited in Ukam (2017), observed that public relations is one of the most diverse areas in marketing communications which is being broadly defined as to with organization's communication with various publics. These publics consist of companies' suppliers, its employees, its stakeholders, its products consumers and the community at large. Henslowe (1999) stated that public relations has a key role to play in helping to inform both its own public and other, far wider ones, by providing information in a factual, but wrong or incomplete information will give a wrong image.

From the foregoing definitions, one could attempt to define public relation as a strategic and well-planned communication effort that helps an individual or organization to build, Maintain and encourage a positive mutual relationship with targeted audiences or public. Such a relationship is targeted towards actualizing and affecting a desired response and a positive change in behaviors.

2.2 Strategies of public relations

Erica & Bruce E. Pinkleton (2006) explain public relations managers understand how to apply public relations planning, research, and program-evaluation practices that help ensure success and accountability. Research-based public relations practices enable managers to solve complex problems set and achieve or exceed goals and objectives, track the opinions and beliefs of key publics, and employ program strategies with confidence that they will have the intended results. Although the use of research in public relations management cannot guarantee program success, it allows practitioners to maximize their abilities and move beyond creative reactions to scientific management. A more strategic management style can help control the ways a situation will develop and the outcomes practitioners achieve in those situations. Research-based public relations practices enable managers to solve complex problems, set and achieve or exceed goals and objectives, track the opinions and beliefs of key publics, and employ program strategies with confidence that they will have the intended results. Strategic public relations planning and research techniques have evolved into the most powerful tools available to public relations practitioners.

James E. Grunig (2001) Most public relations practitioners have been the masters of a number of techniques like media coverage, prepare press releases, write speeches, write and design

brochures, produce video news releases, lobby representatives in Congress, stage a special event, or prepare an annual report. Equivalently Mahoney, (2013) senior practitioners are responsible for planning the details of ‘what, how and why their organizations communicate with strategic publics’.

According to ,Alison Theaker, (2001) strategic role where communication is used to resolve conflict and manage relationships with publics with the aim of achieving compliance (asymmetrical) or mutual problem solving (symmetrical) within a context where both organizations and publics are liable to change. In addition to these, the role of public relations is to develop and maintain relationships with these groups in order for the organization to meet its goals.

2.3 Definition of Strategic Communication

According to (Argenti, et al. 2005), strategic communication defined as “aligned with the company’s overall strategy, to enhance its strategic positioning’. Hallahan, et al. (2007), define it as “the purposeful use of communication by an organization to fulfill its mission. Grunig (2006), from the public relations domain, describes it as a “bridging activity” between organizations that should be institutionalized. Communication strategies are planned actions regarding communication about a particular problem, events related to the successful implementation of organizational goals, presentation of the organizational nature to the groups of stakeholders with which the organization maintains relationships. Communication strategies are directly linked to corporate strategies (Argenti et al, 2005).

2.4 The Strategic Role of Communication

According to Invernizzi and Romenti(2009) the strategic contribution of the activities that build symmetric relationships with key stakeholders is, for example, particularly important in the initial phase of the decisional process, the phase that defines the problems which catalyze the attention of the management. The problems which give rise to the decisional processes should, in fact, be rooted in an on-going interchange between the organization and its reference environment. It is in this interchange that the communication professional can play the role of activist and facilitator.

2.4.1 The enabling role of communication

The first and the most traditional dimension, defined by Zerfass et al. (2008) as the enabling role of communication, is how communication facilitates the implementation of company decisions. Communication helps govern the activities, mainly tactical in nature, which are necessary for the implementation of the decisions themselves.

2.4.2 Constitutive role of communication

Communication becomes something more than an infrastructural component of the business. It feeds the decisional process, influencing it through reflective activities of analysis and interpretation of the internal and external context. The importance of the activity of dialogue between the corporation and its stakeholders within the constitutive role of communication is fundamental as it permits maintaining harmony among the respective values and helps legitimate the organization in the environment in which it operates (Andriof, Waddock, 2002).

2.4.3 Communication Oriented Organization

It is considered indispensable not only to pay attention to the ongoing changes among the various publics or stakeholders, but also to act on these changes. The strategic dimension of communication manifests itself through the participation, from the very beginning, of communication professionals in all corporate and departmental decisional processes Or through the decisional processes that the CEO himself starts up, after giving due consideration to their aims and to their communicational consequences.

2.5 Definition of Corporate Reputation

According to Fombrun (1996), corporate reputation is a perceptual representation of a company's past actions and future prospects that describe the firm's overall appeal to all of its key constituents when compared with other leading competitors. Later, Fombrun (2012) further highlighted the new definitions of corporate reputation which focused on the different stakeholder group, whereby corporate reputation is defined as a collective evaluation of a corporation's attractiveness to a specific group of stakeholders relative to a reference group of corporations with which a corporation competes for the resources.

In addition, Barnett et al., (2006) defined corporate reputation as stakeholders' collective judgments of a company based on the evaluation of financial, social and environment attributed

to the company over time. Gotsi and Wilson (2001) explained reputation as an overall evaluation of stakeholders over the corporation over time. In a nutshell, corporation's reputation has five (5) significant characteristics, namely: (1) it is based on perceptions; (2) it is the cumulative perception of all stakeholders; (3) it is comparative, (4) it can be positive or negative; and (5) it is stable and enduring (Walker, 2010).

On the other hand, Coombs and Holladay (2010) argue that a positive reputation is a double-edged sword, providing considerable benefits to an organization, but serving as a weakness, too, because of the stakeholders who are the final arbiters of reputation – deciding if a reputation is positive or not. The fact that reputations are composed of stakeholders' evaluations is what makes reputation assets so volatile. This is why alongside trust, elements such as reliability, sincerity, and authenticity all contribute to a good reputation (L'Etang, 2012).

2.6 Public Relations and Corporate Reputation

Studies have demonstrated that corporate reputation is positively affected by public relations activities; therefore, reputation management is an important part of public relations strategies.

Grunig (1993) suggested that reputation was one of the dependent variables of public relations effectiveness along with relationship with stockholders and employee satisfaction. Plowman et al. (2001) argued that maintaining the reputation of an organization was the most important function of public relations. More practically, Kim (2001) argued that 'as the unit of public relations expense increases, a positive effect on the company's reputation is expected.

Corporate reputation is formed on perceptions, that is an aggregate perception of all stakeholders, and that it combines a firm's past actions, current state and future prospectus (Walker 2010, Dowling & Moran 2012).

Cha and Kim (2010) also maintained that there was a positive correlation between a corporation's public relations activities and corporate reputation. In this regard, it is not unreasonable to assume that larger corporations have larger public relations departments than smaller corporations and have correspondingly larger public relations budgets. Furthermore, it is likely that the more strategically and actively public relations activities are conducted, the higher and more positive reputation the corporation will have.

Dowling (2006) argue that positive reputations yield positive organizational benefits. According to Walker (2010), these benefits include the ability to lower firm costs, charge premium prices, increase profitability, attract applicants, investors, and customers, and create competitive barriers. In addition, corporate reputation can increase expected quality, decrease information cost or buying risks, and enhance trust (Jeng, 2011, cited in Wiedmann et al., 2013). Therefore, a good reputation brings about a number of beneficial outcomes.

2.6.1 Concept of corporate identity

Corporate identity is the articulation of what a company is and how it works. Tied to the way the company carries out its business activities and to the strategies it adopts and implements, corporate identity is also a means of differentiating the company from others (Marwick and Fill, 1997, Balmer and Gray, 2003; Chun 2005). It reflects the unique characteristics or corporate personality deeply embedded in the behavior of the organization's members which helps employees fully identify with the organization (Balmer and Gray 2000).

According to Barnett, Jermier and Lafferty (2006), corporate identity is thought of as a collection of symbols derived from internal values and beliefs. This then leads to the formation of corporate images which is created through corporate communication, corporate branding, and corporate visuals. The reputation component of market reputational capital is a concept closely related to "goodwill," and it is worth many billions of dollars in many large corporations. It has a value in not-for profits, government, and universities as well. For instance, a good reputation helps a university attract students and donors. Likewise, a good reputation also helps to attract a number of tourists which in turn develop the tourism sector in the country.

On the other hand, Cornelissen (2004) states that the purpose of corporate identity is to project a consistent and distinctive image of the organization, which, hopefully, leads to favorable images and reputations with stakeholders, suggesting also that organizations with stronger identities have more positive reputations. Basically, a powerful identity is easily recognizable by stakeholders outside the organization, where reputation is formed on the basis of subjective impressions, acting as a differentiation signal.

An organization should understand the motivations and interests of its stakeholders, together with the importance they place on any kind of issue. At the same time, it has to develop relationships with them, finding out their current perceptions, expectations, and requirements in regard to the organization. These actions should be done especially when things are going well and no crisis may threaten its activity (Thomson and John, 2007).

2.6.2 Corporate image

According to Wilkins and Huisman (2014), corporate image is an individual's immediate impression of an organization whereas corporate reputation results from stakeholders' holding consistent corporate images over time. This is conventional wisdom which views corporate reputation from the aspect of time, since reputation is built on the basis of prior experience, while image is subject to change as a result of communicational and other efforts. On the other hand, corporate image and corporate reputation are generally considered as two distinct constructs which may be strongly related. This relationship is intuitively appealing given the idea that image and reputation are two socially constructed entities and derived from the shareholder's perception.

2.6.3 Corporate branding

The corporate brand encompasses a wide range of corporate entities – companies, corporations, subsidiaries, business groups, and brand associations (Balmer & Gray, 2003).

According to Cornelissen (2004), Many communication practitioners indeed draw heavily on the idea of uniqueness or distinctiveness in corporate identity because it encapsulates the idea that the organization needs to express its uniqueness in the market and with other stakeholders. The principle behind this idea is that it enables an organization to differentiate itself from its competitors and to attain a preferred 'position' in the minds of consumers and other stakeholders.

Whereas Van Riel and Fombrun (2007), have argued that emphasizing branding in isolation from other communication concerns is also potentially dangerous. They proposed that branding is actually the middle stage in a complex corporate communication process that begins with identity development and ends with reputation management. They theorized that organizations without a strong sense of identity struggle to develop a coherent brand and find it impossible to establish and defend a robust reputation over the long term. They concluded that marketing must

be balanced with equally strong efforts in managerial and internal communication that strengthen organizations from within and public relations activities that grow organizations' reputations among corporate, community, and governmental stakeholders.

2.7 Definition of corporate communication

In general, corporate communication is a management tool which surfaced in response to the increasing concern on the complex communication processes within corporate organizations (Argenti 1998). The complexity of organization growth is commonly synchronized and is increasingly implicated by technology advancement and modern organizational structure.

The definition of corporate communication has been discussed by many scholars and can be seen from different perspectives. The concept of management in corporate communication is salient to many organizations (van Riel 1995, Cornelissen 2008). The management function can be seen in corporate communication in terms of planning, controlling, organizing and coordinating the communication's message to internal and external stakeholders of the organizations. Internal and external communication:

According to Varey (1998), internal communication is the sharing of messages within the transformation process of the enterprise, and it includes giving and taking orders and directives, generation, dissemination and interpretation of performance data and task instruction. The external communication messages are shared between members and representative of the environment in the form of promotional messages via mass communication media and inward in the form of market information. The medium of communication is dependent on who is the receiver (stakeholder). Media or channel of communication used by organization to transfer reorganizational messages to stakeholder might vary: This may include: Internal mail, intranet, face to face, circular or bulletin.

However, to attend to various numbers of external stakeholder, mass communications instruments such as electronic media (television and radio), print media (newspaper and magazine) and new media (internet) are the most influential channels used to persuade their stakeholders. Stakeholders or audiences: The receiver of the communication's message in the corporate organization is their stakeholders. In corporate communication, stakeholders can be

divided into two: Internal or external stakeholders (van Riel 1995, Goodman 2000, and Cornelissen 2008). Employees and the top management of the organization can be considered as internal stakeholders, while external stakeholders may include media, nongovernmental organizations (NGO), government agencies, customers and competitors.

Corporate communication has considerable impact on the corporate reputation of modern organizations regardless of space and time. Gotsi and Wilson (2001) emphasize that corporate communicators should handle the corporate communication operations which would contribute decisively towards enhancing corporate reputation and driving market value for the goods and services. The corporate leaders and communicators are also required to monitor and evaluate the impact of corporate communication and find out how communication of corporate and product messages are linked to a change in perceptions and behavior among their key stakeholders, as well as to financial and shareholder returns. By identifying corporate communication objectives, tools, techniques and operations should be evaluated through proper qualitative and quantitative research methods. Zulhamri (2009) suggests that every corporate house must be aware of the different concerns of various stakeholders when choosing a reputation-building strategy vis-a-vis corporate communication.

The field of corporate communications (CC) and corporate brand management (CBM) is gradually developing into a fully fledged and strategic managerial function. This development is partly a reflection of the widespread belief that the future of any company depends critically on how the company is viewed by key stakeholders such as consumers, investors, employees, and the local community in which the company resides (Cornelissen 2004). The reputation of the corporation is indeed now widely regarded as an important strategic asset that creates differentiation from competitors and preference among internal and external stakeholders of the company. Not surprisingly, therefore, corporate brand management (CBM) and corporate communications (CC) are recognized as important functions to build and maintain reputations with important stakeholder groups upon which the organization is dependent (Schultz et al. 2005).

2.7.1 Corporate Communication for Reputation Management

According to recent research study shows (Invernizzi, 2004; Doorley and Garcia, 2007; Van Riel and Fombrun, 2007) the aim of corporate communication and public relations should concentrate on strengthening corporate reputation instead of building image, which represents only an organization's outward appearance. Corporate communication simply refers to all forms of communication generated by a company meant for all its publics that serve as a bridge; both internally and externally using a combination of verbal, nonverbal, written, electronic and digital communication to enhance understanding, control relations, transact business and getting feedback.

Van Riel (1995) defines corporate communication as the integration of three components. The first element is management communication which refers to managers communication to their employees with the purpose of developing a shared vision of the company within the organization aiming; to establish and maintain trust in the organization's leadership; to initiate and manage change and to empower and motivate employees, (Pincus et. al, 1991). The second component is marketing communication which comprises of "all forms of communication that support sales of particular goods or services, (Van Riel, 1995). The third element is external organizational communication initially referred to as public relations, but now sub-divided into activities such as public relations, public affairs, environmental communications, labor market communications, investor relations and internal communications," (Melewar, Bassett and Simões, 2006). The corporate communication manager's primary objective is to use communication to make an attractive brand by creating an appealing corporate identity to the internal and external stakeholders and the publics to view the company favorably. Corporate reputation building is indeed a challenging task. According to Roger Haywood (2005), it takes a long time to build a reputation, but it can be destroyed overnight in a single event.

Kerstin et.al. (2011) have identified four business parameters that influence corporate reputation namely - general business management, financial management, corporate marketing and corporate communication. These parameters are widely discussed since they primarily include leadership and management qualities, organizational ethics, shareholder value, organizational sustainability, corporate branding, the marketing mix, corporate communication and

relationships with stakeholders. This is in line with Schultz and Boege (2004) who consider that these variables are similar to those used in the yearly Fortune magazine rankings of ‘America’s Most Admired Corporations’. In contrast, several authors have considered a multiple stakeholder approach in defining reputation. For example, ‘reputation is a synthesis of the opinions, perception and attitudes of an organization’s stakeholders including employees, customers, investors and community’ (Post and Griffin 1997).

Corporate reputation is ‘a perceptual representation of a company’s past actions and future prospects that describe the firm’s appeal to all of its key constituents’ (Fombrun 1996,). Since such conceptualization represents multiple stakeholders’ perceptions, corporate reputation here represents a collective and multidimensional construct which is an aggregated perception of many individuals (Fombrun *et al.* 2000). Therefore, an organization does not have a single reputation – it has many. For this group of researchers, including the author, ‘image’ is distinguished as the outsider’s perception, whereas reputation includes both internal and external stakeholders.

Gotsi and Wilson (2001) emphasize that corporate communicators should handle the corporate communication operations which would contribute decisively towards enhancing corporate reputation and driving market value for the goods and services.

Therefore, in today’s interlinked world as described by Silberer (2005) corporate reputation is the cumulative perceptions of an organization by its key audiences who are the pillars of organizational development

2.8 How to Build Reputation

For organizations and individual that want to be acquainted with the steps to build corporate reputation, there are also some literature resources for you on how to go about doing this. Corporate reputation is influenced by both operational and communication activities but more by operational activities. But it is the lot of good communication programs to beam awareness on the operational events or efforts of the company as well as enhance the organization’s relationship with its stakeholders. So, both are very important. Below are the six steps discussed by Harrison, K. (2009) that can be used to strengthen corporate reputation through stakeholder relations?

1. The first thing is to research into your stakeholders for the purpose of knowing them better. This research will more appropriately reveal who they are, what their preferences are, what they value most in a company, how they like to be related with by the company, etc. This effort removes all guess work on the nature and makeup of the stakeholders.
2. The research should be able to reveal the stakeholders' strengths and weaknesses. So, assess the strengths and weaknesses and then focus on the gap between internal realities of the company and stakeholder perceptions of the company. The aim is to minimize or eliminate this gap as much as possible towards reducing the forces that work against the company while increasing the forces that work or should work in its favor.
3. Having been armed with a sound knowledge of your stakeholders, you have to do another research. This time it has to do with clearly identifying the main factors that comprise or underscore your organization's reputation. You will then align these factors with your company's mission, policies, strategies, programs and systems across all functional lines or operations of the company. This will no doubt produce a powerful reorientation of corporate priorities and behaviors.
4. Having taken care of your stakeholders' expectations as revealed in the above research, you can then develop and implement plans and strategies that will help you focus on exceeding all stakeholders' expectations.
5. The CEO must be directly involved in all aspects of the programs as the champion of the entire process.
6. You must remember to measure regularly against targets while also working very hard to improve the results already obtained.

2.9 Alignment in the domain of strategic communication

The analysis of contemporary literature in the strategic communication domain revealed that the term "alignment" is often used, but seldom defined. Only two monographs have elaborated explicitly upon the alignment concept: *The Alignment Factor: Leveraging the Power of Total Stakeholder Support* by Riel (2012) and *Taking Brand Initiative: How Companies Can Align Strategy, Culture, and Identity through Corporate Branding* by Hatch and Schultz (2008). Both works stem from the field of corporate and brand communication; they are based on case study research.

Scholars have referred to alignment in different contexts: for instance, as a “mutually rewarding relationship” between a company and its external and internal stakeholders Riel (2012).

In fact, three major notions of alignment can be distinguished from the literature review: (1) organization–stakeholder alignment; (2) communication strategy alignment; and, (3) communication strategy and activities alignment.

2.9.1 Organization–stakeholder alignment

One strand of literature investigates alignment between an organization and its internal and external stakeholders (Invernizzi&Romenti, 2015; Riel, 2012). Alignment with internal stakeholders refers to aligning all employees to the organization and towards a common goal, identity, or behavior. Alignment with external stakeholders means aligning the organization to the multifaceted and changing expectations, beliefs, and demands articulated by different stakeholder groups. In this context, strategic communication is understood as a tool to create and maintain organization– stakeholder alignment and/or to detect misalignment. The ultimate goal of organization–stakeholder alignment is to create a favorable impression and to gain stakeholder support and an unrestricted license to operate (Riel, 2012).

According to Riel (2012),Communication plays a critical role in gaining internal stakeholder alignment, as it helps executives to jointly align employees to corporate strategy through different techniques of consultation, mirroring, consensus, or power play (Riel, 2012,).He further highlights the need to fully integrate communications with counterparts from marketing, accounting, information technology, and human resources to foster internal alignment. Once that alignment is achieved, the company has to align itself to the expectations of external stakeholders to secure an unrestricted license to operate. The author suggests establishing external fit at three levels—with issue, public opinion, and reputation—through gathering intelligence based on analyses of competitors, consumer behavior, media, and scanning techniques.

Invernizzi and Romenti (2015) have briefly elaborated the organization’s alignment with the external environment in their recent analysis of entrepreneurial organization theory. They identified four contributions of strategic communication in their Entrepreneurial Communication Model: the aligning role, the energizing role, the visioning role, and the constituting role of

strategic communication. Communication in this context is hence ascribed an “aligning role” in supporting the organization to achieve alignment with external expectations through four different activities: boundary spanning; environmental scanning; activity of bridging; and engaging stakeholders. Regarding the first two activities boundary spanning and environmental scanning—communication supports monitoring and interpreting the context in which the organization operates and provides critical input for aligning strategies with ongoing external dynamics and expectations in order to guarantee long-term survival and legitimacy. Regarding the latter two activities—bridging and engaging stakeholders—communication helps building partnerships between the organization and its most important stakeholders, incorporating their points of view in managerial decision making and thus activating co-decisional processes, and thereby stimulating supporting behavior from stakeholders.

2.9.2 Communication–strategy alignment

The purpose of communication strategy alignment is to enhance the company’s strategic positioning and contribute to increased performance (Argenti, 2016).

Many seminal definitions of strategic communication have stressed its notion as being purposeful (Hallahan et al., 2007.), intentional or “objectives-driven” (Kiousis&Strömbäck, 2015.), with the purpose of fostering the achievement of overall goals and fulfilling the organization’s mission. Even though, the notion strategic is inherent in the term strategic communication only a few scholars have explicitly defined the term as communication aligned with the company’s overall strategy (Argenti et al., 2005.). Alignment in this context emphasizes the need to formulate communication strategies that are linked to corporate strategy and mission in order to contribute to corporate success (Falkheimer et al., 2017; Zerfass, 2008).

Communication and marketing scholars have adapted strategy and planning concepts from management research to address these challenges and proposed frameworks for deriving communication goals and setting up communication plans (Bruhn, Esch, &Langner, 2016) and for connecting communication strategy to corporate strategy through Communication Scorecards Zerfass,(2008). Although there is clarity on the necessity for well-aligned, harmonized communicative strategies, goals and plans, it is notable that the linkage and process of aligning communication and corporate strategy has received scant empirical attention in the strategic communication domain, just as has a deeper analysis of the strategy concept.

2.9.3 Communication strategy and activities alignment

A third strand of literature emphasizes on alignment of all communication activities to the communication strategy and to each other (Christensen et al., 2008). The purpose of communication strategy and activities alignment is to achieve coherence and integration between vision, brands, identity, symbols, messages, or culture, with the goal of orchestrating all communications to appear consistent across different audiences and different media. From this perspective, strategic communication is the object to be aligned to corporate strategy and itself.

In their monograph taking brand initiative, how companies can align strategy, culture, and identity through corporate branding, Hatch and Schultz (2008) elaborate upon alignment from the viewpoint of corporate branding? They conceptualize alignment as coherence between the strategic vision of the company's top management, the culture and beliefs of company employees, and the images held by external stakeholders. Building on earlier work (Hatch & Schultz, 2001), they suggest the Vision-Culture-Image (VCI) Alignment Model as a tool to achieve alignment and detect misalignment based on multiple practice case studies. Following their argumentation, three sources of misalignments or gaps can be distinguished that can damage the corporate brand: a vision-culture gap, an image-culture gap, or a vision-image gap.

In the corporate communications and integrated communication literature, scholars have highlighted the necessity of aligning symbols, messages, voices, and behaviors in order to achieve integration, coordination, and orchestration of an organization's communications across different audiences and different media (Cornelissen, 2017).

2.10 Reputation Measurement Models

The first known reputation measurement was reputation quotient. The Reputation Quotient (RQ) developed by fombrun et al.(2000) is a particular interest . They defined 'reputation' as a collective construct that describes the aggregate perception of multiple stakeholders about a company's performance. Correspondingly, corporate reputation could be explained by the following six dimensions that influence various stakeholders, such as emotional appeal, product and services, vision and leadership, workplace environment, social and environmental responsibility and financial performance. The target of the design of this scale is not to asses a

multi-faceted, complex conceptualization, but to develop a one-dimensional measure (Barron and Rolfe, 2011).

The other one is the RepTrak™ Reputation Model (Reputation Institute, 2017), the standard measurement that was developed by Charles Fombrun who provided a measurement of the views of public on the reputation of world’s best-known companies. This reputation model provides companies with a standardized framework for benchmarking their corporate reputations internationally and to enable identification of factors that drive reputations. The RepTrak™ model measures on four (4) important core areas which are trust, esteem, admire, and good feeling from the stakeholders perceptions towards the company (Reputation Institute, 2017). The reputation is built on seven (7) dimensions or facets namely, products/services, innovation, workplace, governance, citizenship, leadership, and performance.in this research the following variables are selected governance ,leadership performance and innovation from the Reprtrak model whereas with regard to the agile strategic communication frame model all dimensions have been selected.

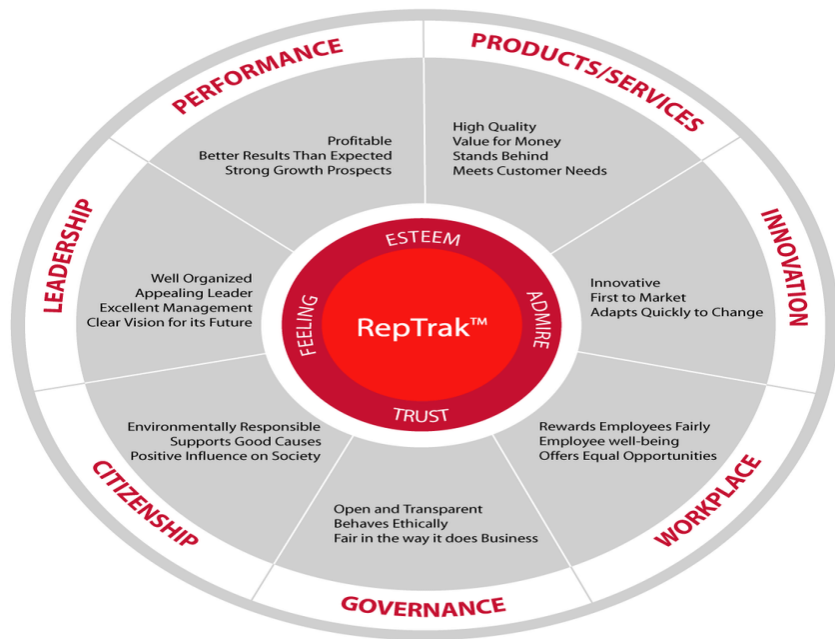


Fig.1. RepTrak™ Reputation Model, Source (Reputation Institute, 2018)

2.11 How Public Relations Contributes To Organizational Effectiveness

To develop a theory of the relationship of excellent public relations to organizational effectiveness, the IABC research team began by reviewing studies of excellence in management (Grunig, 1992) and the literature on organizational effectiveness (Grunig et al., 1992).

A role of public relations strategies make overall function to organizational effectiveness (Hon & Grunig, 1999 cited in Raweh Mohamed Shamsan& Moses Otieno, 2015) through the measurement of such factors as trust, control mutuality, satisfaction and commitment as key components of high quality relationships and the organization's reputation.

Most of the studies of—and books on—excellence searched for attributes of excellent management, but they defined excellence in different ways. Most researchers began with a dependent variable, an indicator of organization effectiveness, to identify organizations for study. They then worked backwards to identify management characteristics these “effective” organizations had in common. Peters and Waterman (1982), for example, used six financial criteria to identify excellent companies for analysis: compound asset growth, compound equity growth, average ratio of market value to book value, average return on total capital, average return on equity and average return on sales. Hobbs (1987) identified his excellent companies by measuring return on sales and return on owner's investment.

Robbins (1990) and Hall (1991), however, have integrated this literature into a coherent framework that clearly suggests the role of public relations in making organizations more effective.

They identified four approaches that contribute to a comprehensive theory of organizational effectiveness.

1. The goal-attainment approach holds that organizations are effective when they meet their goals. The goal-attainment approach is limited, however, because it cannot explain effectiveness when an organization has multiple goals and different stakeholders of an organization have conflicting goals. It also cannot explain the role of the environment in organizational effectiveness.

2. The systems approach states that organizations are effective when they survive in their environment and successfully bring in resources from the environment necessary for their survival. The systems approach, therefore, adds the environment to the equation of organizational effectiveness, but it is limited because survival is an extremely weak goal. In government, for example, Cunningham (1989) pointed out that “public organizations ... rarely die”. The systems approach also defines the environment in vague terms. It does not answer the question of how an organization determines what elements of the environment are important for its success.

3.. The strategic constituencies approach puts meaning into the term “environment” by specifying the parts of the environment that are crucial for organizational survival and success. Strategic constituencies are the elements of the environment whose opposition or support can threaten the organization’s goals or help to attain them.

Taken broadly, the environment is both external and internal so that employee groups and management functions can be strategic constituencies as much as can external groups.

4. The fourth piece of the effectiveness puzzle comes from the competing values approach. That approach provides a bridge between strategic constituencies and goals. It states that an organization must incorporate the values of strategic constituencies into its goals so that the organization attains the goals of most value to its strategic constituencies. Different organizations with different strategic constituencies in their environments will have different goals and thus their effectiveness will be defined in different ways.

The theory of strategic management and public relations developed by the Excellence team provides the mechanism that Robbins called for in this quote. It states that public relations managers can begin to identify strategic constituencies by identifying stakeholder categories and then by segmenting members of those categories into active and passive publics.

Active publics—or potentially active publics—are most strategic for an organization. Thus, it is their values that must be incorporated into organizational goals. To do so means, that an organization must build both short- and long-term relationships with strategic publics to be effective.

If there are more strategic constituencies than the organization has the resources to build relationships with, it must separate the strategic constituencies from the “almost” strategic constituencies, to use Robbins’ (1990) words. To help make that decision, the Excellence research team used theories of cost-benefit analysis to help set such priorities (Ehling, 1992). Similarly, the Excellence research team also found that excellent public relations managers help to bring the values and goals of different functional managers together by working with them to build relationships with relevant publics and to bring the perspectives of those publics into strategic management (Grunig et al., 1994)—another of Robbins’ questions about strategic constituencies.

This integrated theory of organizational effectiveness, therefore, provides the basic premise for a general theory of public relations. When public relations helps the organization build relationships with strategic constituencies, it saves the organization money by reducing the costs of litigation, regulation, legislation, pressure campaigns, boycotts or lost revenue that result from bad relationships with publics—publics that become activist groups when relationships are bad. It also helps the organization make money by cultivating relationships with donors, consumers, shareholders and legislators that are needed to support organizational goals. Good relationships with employees also increase the likelihood that they will be satisfied with their jobs, which makes them more likely to support and less likely to interfere with the mission of the organization. Most importantly, the premise that relationships are an essential ingredient of organizational effectiveness explains why a theory of strategic management and public relations is the essential link between public relations and organizational effectiveness.

2.12 Theoretical framework of Reputation building

The theoretical framework for this research embraced is stakeholder theory& agenda setting theory

2.12.1 Stakeholder theory

Stakeholder theory invites us to identify those groups of people who have a stake in the company’s action and the outcomes they produce (freeman, 1984). These stakeholders are individuals or statutory groups in the environment within which firms operate, and who are, therefore, conceived as the direct and indirect targets of actions or communications firms should

make to attract resources, or to sustain their legitimacy. Stakeholders have different power in affecting an organization's ability to achieve its objective, and so their preferences must be regularly assessed and monitored if companies are to succeed in implementing their strategies (Jones, 1995).

Van Riel, Donaldson and Preston (1995) pointed out that the theory focuses upon management decision making. Stakeholder theory can be considered as an innovation in how to manage the company and allow mitigating conflicts between the parties (market, religion and marketers) that make up the organization. In addition, it connects stakeholders to ensure the creation of value and success in the markets. The real reason for belonging to the company is to create sustained value by meeting human needs and economic benefit. To this end, the stakeholder theory is very important for the organization to face successfully the markets because the stakeholders are increasingly more demanding, so you can change the organization if they are not satisfied. Thus, Tourism Ethiopia should recognize, incorporate the ideas and suggestions provided by stakeholders. Resources and capacity generated by the cooperation of each stakeholder group are considered the basis for the creation of competitive advantages.

2.12.2 Signaling theory

This theory is used to explain the strategic signals and images that theory businesses and stakeholders send to each other. The way strategic movements of businesses transform into signals and how these signals are interpreted by stakeholders is covered within the scope of the signaling theory Sumer and Pernsteiner (2014). At this point, the influence of the cultural structure that contains the stakeholder groups on the interpretation is of great importance. Signaling theorists pay attention to the content of corporate reputation as information. The ability of managers to make strategic choices, such as using existing reputations to prioritize organizational advantages, has brought the theory to an important place in recent years in the literature of economics, strategic management, entrepreneurship and HRM.

According to signaling theorists, reputation is the informational signals that help to increase confidence in the products or services of a company. In fact, the main field of investigation of the theory is the reduction of information asymmetry between two parties. A corporate reputation is a collective representation of a firm's past actions and results that describes the firm's ability to deliver valued outcomes to multiple stakeholders. It gauges a firm's relative standing both

internally with employees and externally with its other stakeholders, in both the competitive and institutional environments. In human resources, potential employees use a firm's visible characteristics as a signal of the work environment (Turban and Greening, 1997). In corporate reputation, stakeholders use a firm's corporate communication message as signals about a company's reputation.

2.13 Empirical Evidences

This part presents empirical literature related to the strategic role of public relations in corporate reputation building. Kim and Ewha (2008) attempted to identify the causal relationships among variables such as organization size and complexity, public relations department size and formality, and corporate reputation, and how these variables affected economic ROI (return of investment). The top 300 South Korean corporations were surveyed and their responses were analyzed using structural equation modeling. Sizes of public relations departments and organizations were the most important variables affecting ROI. Both public relations and corporate reputation positively affected ROI. There was a positive correlation between the complexity of an organization, and the size and formality of a public relations department.

Samson (2018) explores the practice of public relations management in maintaining relations with the public who interact with a corporate organization. To investigate the role of public relations in maintaining good reputation, a mixed method approach was employed taking Ethiopian Broadcasting Corporate as a case study. Data were collected from different instruments such as questionnaire, document review and in-depth interview. The questionnaire was administered to 50 participants, while in-depth interview was done with the public relations department officers of EBC. The findings of this study indicated that the public relation campaign of EBC is not research oriented and the outcome of the campaign is not measured. In addition, survey of the audiences' perception indicated that audiences have negative perceptions towards the organization. It is possible to extrapolate that the efforts made by the public relations department of EBC to manage organizational reputation is not successful. This could possibly be due to lack of research-oriented public relations campaign and lack of research on return on investment. The basic point to address here is that corporate reputation these days should not be neglected or underestimated rather it should be given high priority in company's overall strategy and in all operations, inside and outside the company.

Romenti (2008) argued that corporate communication reaches its full potential in building corporate reputation, when it moves beyond the influencing of public opinion’s perceptions, towards the shaping of organizational reality by engaging stakeholders as the main reputation drivers. This paper describes the case study of a leading dairy company in Italy, Granarolo, where stakeholder engagement activities have been put at the center of the corporate reputation development. The finding of this study suggested that it is argued that corporate reputation of Granarolo has been built on a network of stakeholder partnerships through which the company continuously improves organizational learning and develops new business solutions. In particular, the activation of co-decisional processes involving stakeholders, the building of partnerships, and the stimulation of supporting behaviors, enabled the company to recover from a severe loss of confidence by investors in the second half of the 1990s.

2.14 Conceptual framework

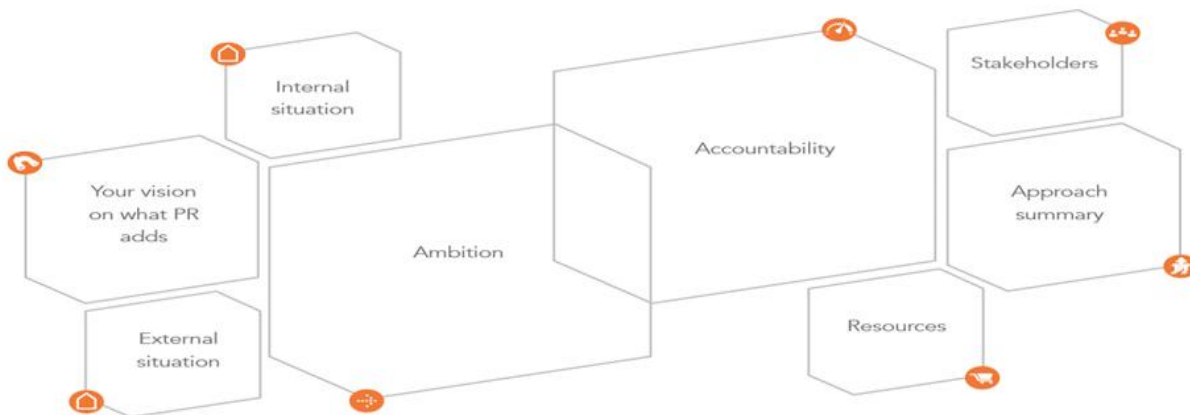


Figure 2. The Strategic Communication Frame, source van Ruler, (2016)

This model consists of eight interdependent building blocks that demonstrate how to develop a strategy. The ambition block is a strong desire to do or achieve something. The vision block is about strategic planning is worthless, unless there is first a strategic vision. Ambition is influenced by a person’s own perception of his/her profession and its added value. The Internal situation building block is concerned with what is happening inside the organization. The External situation building block is concerned with what is going on in the outside world and of public opinions, although we prefer to talk about social moods these days. The accountability

building block is concerned with making clear what of your exact responsibilities are regarding your ambitions and how you measure progress. The stakeholders' building block is defining stakeholders slightly different by: those groups or persons who have a stake in our ambition. The resources building block a very important part of the strategy concerns resources. Resources are about being equipped to do the job. It is about budget, budget allocation and about competences.

In addition to these, SCF model is offering a concept for 'agile PR strategy development', within the context of changing society/organizations and legitimacy. It helps to increase impact, because it will relate content and process. It also helps to make clear, fundamental and argument choices, based on the vision and ambitions of the organization. Besides it will show for what an organization, including its PR, will be accountable, and it gives a clear framework for strategies and actions in the field of Communication/PR. (Ton V., 2018 P.)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology used to carry out the study. First it describes the research design and provides a justification for its use. The next section is about target population and sampling of respondents. Then, this part describes the data collection instruments. This is followed by an explanation of the techniques used to measure the study variables and analyze the data.

3.2. Research Design

The study used analytical design with both quantitative and qualitative techniques due to the nature of the study which targets to examine the strategic role of public relations in corporate reputation building in Tourism Ethiopia. The study used this design, because it is most appropriate and able to apply mixture methods of data collection, analysis, description and interpretation of the circumstances at the time of the study. The combined use provides understanding of research problems and to explain or build the results of research by triangulating different qualitative and quantitative data sources (Creswell, 2009).

According to Creswell (2014), quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using descriptive statistical procedures. Besides Kothari, (2004) stated that qualitative research is concerned with the qualitative phenomenon, i.e., phenomena relating to or involving quality or kind. Qualitative research takes place in the natural setting. The qualitative researcher often goes to the site (home, office) of the participant to conduct the research. This enables the researcher to develop a level of detail about the individual or place and to be highly involved in actual experiences of the participants.

Generally, as the study survey recognized that quantitative data is useful to collect information from a number of respondents in a short time. In addition, quantitative data help to assurance of

mystery to give truthful public relations building reputation information on Tourism Ethiopia strategies performance without any fear of being required.

3.3 Tools of Data Collection

In this study, the data were gathered using three tools which include:

3.3.1 Questionnaire

Questionnaire consisted of open ended items, Likert rating scale and close-ended questions. According to Goldhaber (2002) ‘The survey has become the dominant method chosen by academics and consultants – mostly due to its ease of development, administration, and interpretation – both for clients and for research publication. ‘There are several validated audit questionnaires that can be tailored for specific organizations.

A questionnaire is a written set of questions used to survey respondents. Questionnaires can be administered either in a face- to- face situation, by telephone, to a group, or sent to individuals in a mailed self-administered format, Angelopulo et al. 2004 as cited in Antonis ,(2005).

The stakeholders questionnaire was contained a wide range of information on demographic and Rep Trak™ model measurement, which contained 4 dimensions out of the seven such as governance, leadership, performance and innovation for Corporate Reputation of Tourism Ethiopia. In addition to these, it also contained general knowledge and experiences of corporate stakeholder responsibility on managerial function of organization and corporate communication contributed to build the corporate reputation of Tourism Ethiopia. Finally, the questionnaire contained vision and mission of the organization, strategic role & practice of public relations or strategic communication, organizational strategy, communication ways and tools on Tourism Ethiopia with 20 items of Likert scale corporate reputation was also measures with 18 items of Likert scale.

3.3.2 Interview

In qualitative research, one interviews people to understand their perspectives on a scene, to retrieve experiences from the past, to gain expert insight or information, to obtain descriptions of events or scenes that are normally unavailable for observation, to foster trust, to understand a sensitive or intimate relationship, to analyze certain kinds of discourse, Lindlof,(1995). The

reason for choosing to use an in-depth interview is to ensure that the researcher uncovers perceptions at an individual level on a particular issue.

According to Newcomb (1991), “The primary strength of interviewing as a method is its capacity to range over multiple perspectives on a given topic.” He further explains that conducting manifold interviews helps to increase the information and broaden a point of view.

More over in-depth interviews are an excellent way of obtaining in-depth knowledge on sensitive matters and complexities related to individuals’ beliefs , perceptions and practices can be explored Duplooy (1995).

The interview provided face to face interaction with the top manager and senior employees. It was included closed ended and open ended questions. The interview guide for in-depth interviews consisted of open ended questions and provides clarification on the strategic role and practice of public relations in corporate reputation building of Tourism Ethiopia, networking linkages with stakeholders and Ethiopia Tourism strategies and Policy.

3.3.3 Document review

Document review was used as a tool of data collection to achieve research objective concerning the investigation of the practice of public relations methods and tools as well as strategies of Tourism Ethiopia. Documentation includes a wide range of written materials that can produce qualitative information. These can be particularly useful in trying to understand the philosophy of an organization. They can include policy documents, mission statements, annual reports, and minutes of meetings, codes of conduct, websites and other promotion materials, etc (Hancock, Ockleford&Windridge,2009).Three Documents were examined from Tourism Ethiopia such as strategic communication plan, proclamation and Ethiopian Tourism development policy to explore strategic communication way model and cross-check data gather through in-depth interview. In sum, for triangulation of data in this research document review is significant to achieve research objective and was employed in this study.

3.4 Population of the study

The population size of the study is stakeholders that building reputation of Tourism Ethiopia in Addis Ababa. According to Tourism Ethiopia report in 2019, there were 20 stakeholders in Addis Ababa that build Corporate Reputation of Tourism Ethiopia.

Stakeholders included all internal and external stakeholders, and they all had different requirements and expectations regarding the institution. By drawing attention to this point, Goldberg, Cohen and Fiegenbaum cited in BanuBaybars-Hawks and OrhanSamast, (2013) have demonstrated that a “strategic reference point” is one of the ways to establish reputation. According to this theory, when the reputation-building strategy of an institution is determined, the differing expectations of various stakeholders should be taken into account.

According to the current data employees of both internal and external stakeholders that related with Corporate Reputation Tourism Ethiopia were 1004.

3.5 Sampling Technique and Sample Size

The study selected the external stakeholders for Tourism Ethiopia reputation by purposive sampling methods. Because, according Tourism Ethiopia Office report in 2019, among 20 stakeholders of Tourism Ethiopia 16 of them were passive or not actively participated on commonly to build corporate reputation of Tourism Ethiopia. 3 stakeholders actively participated communally or actively involved with Tourism Ethiopia with public relations experts to build reputation of Tourism Ethiopia. As the active stakeholders were too small to build Tourism Ethiopia reputation, purposive sampling was conducted in the study to select three of the active stakeholders among 20 stakeholders by their active involvement of building corporate reputation Tourism Ethiopia. As participants of the study has stake and participate closely with Tourism Ethiopia, Purposive sampling method helped to assess and explore strategic role of public relation for corporate reputation of Tourism Ethiopia. The study selected Tourism Media Forum randomly (both government and private) head office in Addis Ababa, Ethiopian Hotels Federation, and Addis Ababa Tour operators Association by their actively involved of building reputation of Tourism Ethiopia.

Ethiopian Hotels Federation consisted only 6 international hotels with 225 employees in each hotels. Thus, the study selected 3 hotels out of the 6 hotels by purposive sampling those at managerial level because, they have close relationship with Tourism Ethiopia and actively participate in tourism sector activities. As well as the study used purposive sampling to select 13 among 25 Addis Ababa Tour operators Associations with average 3 employees in each tour operators.

According to Tourism Ethiopia, there are 10 Tourism Media Forum members corporate reputation of Tourism Ethiopia. Among the members 6 Tourism Media Forum members are actively participated to build corporate reputation of Tourism Ethiopia. Random sampling was used to select 6 from 10 Tourism Media Forum members (both government and private) which are stakeholders for Tourism Ethiopia and had active participation for Corporate Reputation of Tourism Ethiopia. Those stakeholders were 3 radios (2 governments & 1 private), 2 printing Medias (1 government & 1 private) and 1 television station (0 governments& 1 private). Totally 3 government Medias and 3 private Medias were selected in the study.

3.6 Sample size determination

To determine the minimum sample size for large populations greater than or equal to 10,000, the Alsalloum (2014) formula used in this study.

$$n = \frac{Z^2 (1 - p)}{d^2}$$

d^2

n = minimum sample size

Z-value = value of standard normal distribution

p = the expected or probability of previous similar studies

d = the maximum allowable deviation or error of the estimate

The confident level = 90% therefore, the z-value = 1.645

The population of the phenomenon by previous studies = 30%

Margin of error = $\pm 5\%$

$$n \geq \frac{(1.645)^2 (0.30)(0.70)}{(0.05)^2} \geq 227.30 = 228$$

$$(0.05)^2 \geq 227.30 = 228$$

When the size of the population is small less than 10000, researchers can used this valuable

formula.

$$n_{spz} = \frac{n}{1 + (n)}$$

$1 + (n)$

Spz

n_{spz} = minimum sample when the population is small

n = minimum sample when the population is large

spz = population size (small population)

$n_{spz} = 228$

$1 + \frac{228}{1004}$

1004

$n_{spz} = \frac{228}{1004}$

$1 + (0.2270) \geq 185.81$, therefore, out of the total number of 220 respondents 195 respondents were taken as a sample in the study. This means 89% of the respondents participated in the study.

Table 3.1. External Stakeholder of Tourism Ethiopia sample size.

Stakeholders	Total number of stakeholders	Selected number
Tourism Media Forum	10	6
Addis Ababa Tour operators associations	25	13
Ethiopian Hotels Federation	6	3
Total	41	22

The study used purposive sampling to select employees/respondents from three stakeholders organizations related to building reputation of Tourism Ethiopia. Those were Tourism media forum, Addis Ababa Tour operators Association and Ethiopian Hotels Federation. Because it given a chance for the researcher to apply his/her expertise knowledge to select samples which he/she thinks represent the population. Beside of this, they were directly participated to build reputation of Tourism Ethiopia by their experience and expert.

On the other hand, random sampling conducted in the study to select Tourism Media Forum that represents the total selected stakeholder of the employees.

Table 3.2. Tourism Media Forum respondents sample size.

Tourism Media Forum	government Media		Private Media		Total selected respondents
	number of respondents	selected respondents	number of respondents	selected respondents	
Printing Media	45	25	10	7	32
Radio Media	140	70	15	8	78
Television Media	-	-	36	18	18
Total	185	95	61	33	128

Table 3.3. The total stakeholders' respondents sample size.

Respondents organization	Total respondents	Selected respondents	Frequency (%)
Ethiopian Hotel Federation	675	9 managers purposively selected	100%
Tourism Media Forum	246	128	52%
Tourism Ethiopia	44	44	100%
Addis Ababa Tour operators Association	39	39	100 %
Total	1,004	220	21.9%

The study also used purposive sampling to select 4 top managements of both internal and external stakeholders for the in-depth interview. Participants selected based on their specific positions of hierarchical authority in order to gain information on operational and strategic role to play in corporate reputation.

To assess reliability for strategic role of public relations content, the study used random sampling, which is data review materials to examine on public relations, from all selected stakeholders documentation. Data samples were used in the main data analysis.

3.7 Data Analysis

This section described how each study variable measured and then explained the data analysis techniques employed to achieve the study objectives.

According to Rodgers and Hrovat, (1997) cited in E.Odinga, (2012) data analysis is the process of inspecting, cleaning, transforming and modeling data with the goal of highlighting useful information, suggesting conclusion and supporting decision making.

In this study data analysis method used to answering the research question. Both quantitative and qualitative data was analyzed as follows: The quantitative data was analyzed with the help of Statistical Package Software for Social Scientists (SPSS V 20). The major descriptive statistics techniques such as frequency distributions, percentage, graph, cross tabulation, pie chart, standard deviation and mean for questionnaire. Pearson Product-Moment Correlation (r) was used to analyze the differences between selected variables and the dependent variable strategies of public relation $p < 0.05$ alpha level of significance.

Qualitative data from the open ended interview part was analyzed using thematic analysis methods. According to Boyatzis (1998), thematic analysis which is based on the frequent theme of data can be used to make sense of qualitative data. It is used to analyze qualitative information and to systematically gain knowledge about a person, an interaction, a group, a situation, an organization or a culture. This study also administered qualitative data in terms of content and where applicable and a quotation form analyze director or senior in depth interview and opinion by qualitative data analysis and applied to discuss with relevant documents were used to generate qualitative data.

To assist in the formulation of the qualification document review, a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was used to categories known information into a sound order. A SWOT analysis is a standard strategic planning tool. Using the framework of strengths and weaknesses and external opportunities and threats, it provided a simple way to assess how a strategy role of public relation can best be implemented. The public relation tools also assisted the research plan in being realistic about what was achieved, and where the study should focus.

3.8. Validity and Reliability

Validity in this research was used to determine the clarity and relevance of the data collection instrument structure that was used in the study. In addition to these, the strategic role of public relation practices questionnaire and interviews founded unsuitable for measuring the variables in the study was rejected or adjusted to ensure that the right data gathered for the study was conducted. On the other hand, reliability measures the degree to which a research instrument produces reliable results (Mugenda 2003 cited in Maximilian Lehmann, 2016). Therefore, the analysis of the research findings was done to establish the reliability and validity of the research through triangulating of all data. The reliability of each section of the questionnaire was thus determined by using the SPSS program to calculate Cronbach's alpha.

3.9. Pre-testing

The purpose of pretest was to find out unclear word, instruction of the instrument as well as its comprehensiveness to the respondent.

Pre-testing was conducted using a convenience sample of 4 Tourism Ethiopia employees with 2 male and 2 females, who were excluded from the final sample, after they finished doing so; a discussion was carried out with respondents to point out clarifying ambiguous questions and eliminating redundant ones in order to ensure measuring study variability. Pilot study participants were asked question clarity and applicability and also asked to provide additional comments or concerns regarding the survey instrument and time. Analysis of the pilot study result showed the instrument was totally acceptable. This was to check the applicability of the questions design for the major study was conducted.

In this research, the following variables are selected governance, leadership performance and innovation from the RepTrak™ model because researcher realized that using a single –overall measure for corporate reputation did not incorporate the specific measure by which stakeholders from their overall perception of a corporations' reputation. Moreover, using single –item measurement limits the organization's ability to identify the specific elements of a corporation which bring about a positive reputation and which elements result in a negative reputation. Thus, a serious of measure for corporate reputation have been proposed from a multi-specific approach (Hamed M.Shamma,2012).

Assessing corporate reputation, there were varieties of drawbacks: first these measures assess corporate perceptions based on one group of stakeholders' mainly workplace product and service and citizenship the results could be negative and subjective because the perspectives of other stakeholders are not adequately considered. Second the measures were not tested for validity and reliability. Given these shortcoming, scholars were provoked to identify better measures for corporate reputation. out of seven four dimensions of the RepTrak™ model have been used to examine the corporate reputation of Tourism Ethiopia .The selected four(4) dimensions are governance, innovation, leadership and performance of the stakeholders.

In addition to these, SCF model is offering a concept for 'agile PR strategy development', within the context of changing society/organizations and legitimacy. It helps to increase impact, because it will relate content and process. It also helps to make clear, fundamental and argument choices, based on the vision and ambitions of the organization. Besides it will show for what an organization, including its PR, will be accountable, and it gives a clear framework for strategies and actions in the field of Communication/PR. (Ton V., 2018 P.)

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1 Introduction

This chapter deals with data presentation and analysis .The research was undertaken in the form of a case study to investigate the strategic role of public relations in corporate reputation of Tourism Ethiopia. As shown in the method of the study, the research combining quantitative and qualitative research methodologies. A total of 220 questionnaires were administered to the respondent (Tourism Ethiopia employees 44, Ethiopian’s Hotels federation, 9 Tourism media forum 128 and Addis Ababa tour operators association 39) out of which 195 were retrieved and analyzed. as shown in the method of the study, from the calculated sample size of respondents the actual completed and returned questionnaires were 195 out of the 220 selected respondents. So, everything in this chapter is discussed based on the actual respondents.

The research data was collected by means of three methods approaches these are the survey questionnaire, in-depth interview and document analysis .the data collected by these measures was divided into distinct processes with the findings of the research largely being based on the data extracted from the in-depth interview and document analysis provided contextualization as well as supporting information for the development of the questionnaire.

The evaluation and data interpretation was done through the tabulation of answers in accordance with frequencies, percentage and mean of answers and statistical analysis thereof. Descriptive statistics were used as they allow the data to be organized, summarized and presented by means of frequency and percentage which can be used to highlight the current reality of strategic role of public relations in the case study.

The first section of the questionnaires included respondent’s demographic variables such as gender, age, education level, work position and work experience in the organization. Then the quantitative analysis part followed in the following approaches reliable data analysis of the study, test of hypothesis, public relations strategic function, measure corporate reputation, public relations and corporate reputation relations, in-depth-interview and document review analysis part.

4.2 The different stakeholders group of respondents

The stakeholder was chosen based on the number of the employees in organization and their influence towards reputation of Tourism Ethiopia. Each respondent represents their organization employees. The largest number of respondent was Tourism Media forum and the smallest respondent was Addis Ababa tour and travel association.

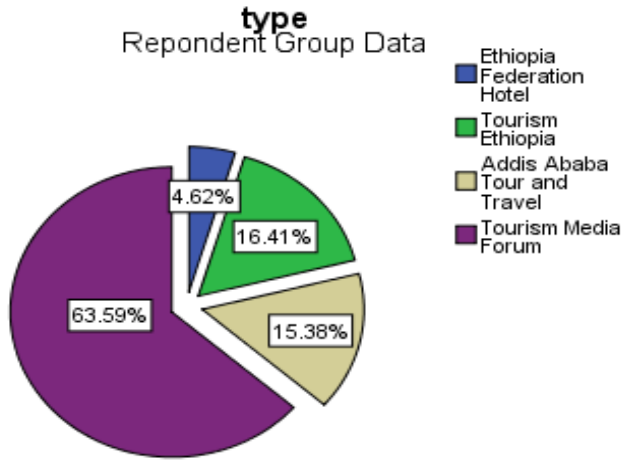


Figure: 3 Respondents group data

The highest group of respondents in the study was 124 respondents amounting to 63.59% of the sample in Tourism Media Forum; Addis Ababa Tour and Travel respondent was 30 respondent (15.38%); Ethiopia Hotels Federation was 9(4.62%) and lastly Tourism Ethiopia was 32(16.41%) respondent conducted in the study.

4.3 Demographic sample

Demographic sample was included gender, age, education background, work position, work experience.

Table 4.1. Sample of respondents Demographic

Demographic construct	frequency	%
Gender		
Male	100	51.3
Female	95	48.7
Total	195	100.0
Age		
20-25	38	19.5
26-31	77	39.5
32-37	49	25.1
38-43	18	9.2
above 44	13	6.7
Total	195	100.0
Education Background		
Certificate (under 10+3)	21	10.8
Diploma(10+3,10+4)	105	53.8
Degree	64	32.8
Master's degree	5	2.6
Above Master's degree	0	0
Total	195	100.0
Work Position		
Managerial	34	17.4
non –managerial	161	82.5
Total	195	100.0
Work Experience		
0-5years	74	37.9
6-10 years	87	44.6
11-15 years	19	9.7
Above 12 years	15	7.7
Total	195	100.0

4.4 Reliable Data Analysis of the Study

The researcher was used different data collecting tools. The major tools were questionnaire which is used to asses strategic role of public relation in Corporate Reputation of Tourism Ethiopia. There were two items of questionnaires for the respondents. The researcher asses the mod fit reliability and validity of the questionnaire in order to get confidence in comparing the sample with help of SPSS V-20 the most frequently used Cronbach's alpha coefficient was employed.

Table 4.2. Reliability analysis score for dimension

Types of questionnaire	Cronbach's Alpha	N of Items
Strategic Role of Public Relation	.837	20
Corporate Reputation	.835	18

Reliability analysis was performed for the 18 items with Likert scale which measure Corporate Reputation of Tourism Ethiopia and Cronbach's alpha coefficient found .835. While strategic role of public relation reliability perform 20 items to measure public relationship of Ethiopia tourism and Cronbach's alpha coefficient found .837.

4.5 Test of Hypothesis

Table 4.3. Result of Multiple Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.360	3	4.120	373.277	.000 ^b
	Residual	1.159	105	.011		
	Total	13.519	108			

$r=.956$; $R^2=.912$

Multiple regressions analysis indicated that strategic role of public relation has an effect on corporate Reputation of Tourism Ethiopia at significant level $< 0.05(p=00)$. Then the hypothesis has been accepted and the strategic role of public relations relations with Corporate Reputation of Tourism Ethiopia.

4.6 Public relations strategic function

The researcher used 20 items questions with likert scale for 195 respondents in order to assess strategic role of public relations implemented.

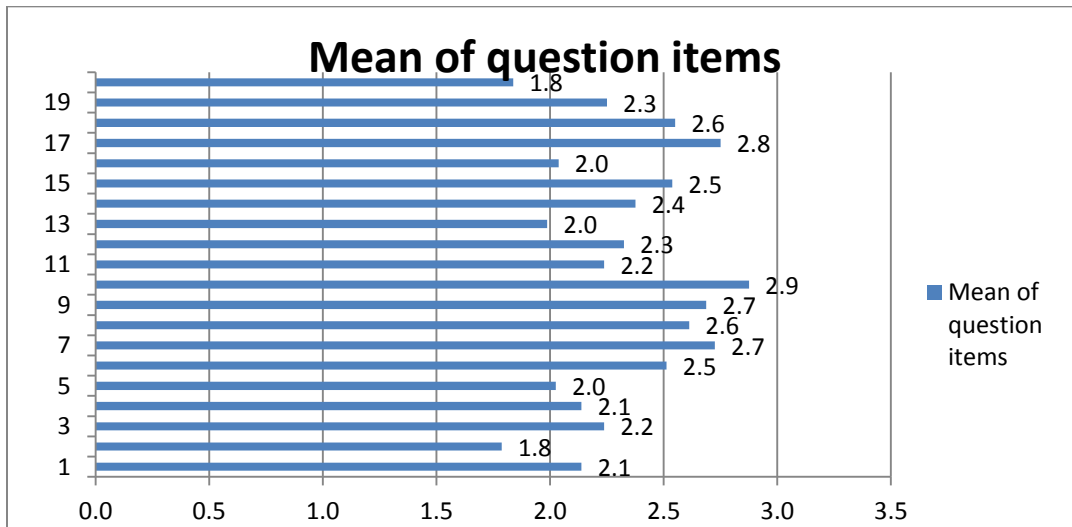


Figure 4. Total respondent mean of strategic role of public relation in Tourism Ethiopia

The above figure indicated that, the highest mean was 2.9 at question 11 and the lowest mean was 1.8 at question 2 and 20. This mean Likert scale shows that 2.9 almost not sure and 1.8 almost disagree. Finally total Likert scale mean was 2.4 which shows that all the respondents response were disagree. The mean result reveal that employees were not implemented public relations strategies in their organization.

4.7 Measure corporate reputation of Tourism Ethiopia

To measure corporate reputation Tourism Ethiopia the researcher used four dimension of Reprtrak model which was governance, leadership, innovation and performance.

On the other hand, public relation tools use were assessed by closed ended question.

Table 4.4 Public relation tools used techniques data

The below data reveal that the respondents more used television and radio channel (M=.56,

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Press release writing	195	.00	1.00	.3750	.49187
Website press	195	.00	1.00	.2813	.45680
Brochures	195	.00	1.00	.1875	.39656
Conferences	195	.00	1.00	.4375	.50402
Special events	195	.00	1.00	.0938	.29614
Audio and video through media channel (TV and radio)	195	.00	1.00	.5625	.50402
Magazine	195	.00	1.00	.1563	.36890
Flyers	195	.00	1.00	.0625	.24593
social media account	195	.00	1.00	.2187	.42001
Other	195	.00	.00	.0000	.00000

S.D=.50) and conference (M=.44, S.D=.50) respectively to promote their organization for stakeholder organization. On the contrary side flayer (M=.06, S.D=.25), special event (M=.09, S.D=.30) and Magazine (M=.16, S.D=.37). Public relation tools used total mean .27 from 1.

4.8 The respondent response mean on corporate reputation

Table 4.5. Corporate reputation of stakeholder

Dimension	Mean	Std. Deviation
Governance	1.8	.56
Leadership	1.7	.64
Performance	1.6	.68
Innovation	1.5	.63
General mean	1.6	.63

As it is shown in the above table, in general the average answer of participant was (M=1.64, SD=.63) below the threshold value of 3.0. Total mean was 1.64; in the other word participants in general had negative opinion about reputation of Tourism Ethiopia.

There was also from four dimensions with lowest average which are governance, leadership, performance and innovation.

4.9 Relationships between participants' opinions

Table 4. 6. Relationship of corporate reputation

		Governance	Leadership	Performance	Innovation	Corporate reputation
Governance	Pearson Correlation	1	.593**	.539**	.412**	.819**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	195	195	195	195	195
Leadership	Pearson Correlation	.593**	1	.528**	.263**	.641*
	Sig. (2-tailed)	.000		.000	.006	.012
	N	195	195	195	195	195
Performance	Pearson Correlation	.539**	.528**	1	.561**	.793**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	195	195	195	195	195
Innovation	Pearson Correlation	.412**	.263**	.561**	1	.681**
	Sig. (2-tailed)	.000	.006	.000		.000
	N	195	195	195	195	195
Corporate reputation	Pearson Correlation	.819**	.641*	.793**	.681**	1
	Sig. (2-tailed)	.000	.012	.000	.000	
	N	195	195	195	195	195

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The view of all the participants are reviewed with respect to the relations between the scale's own dimensions, it revealed that there was a strong correlation in the positive direction between the four dimensions. The moderate level relation in the dimensions occurs between the dimensions of governance and leadership ($\beta=.59$, $p < .01$) significant correlation. The weak level of correlation, which is also in a positive direction, was between performance and innovation ($\beta =.26$, $p < .01$) dimensions.

4.10 Public Relations and Corporate Reputation relation

To assess two variables which is dependent and independent variables with three stakeholders' relationship performed by Pearson product moment correlation?

Table 4.7. Correlation Public Relation and Corporate Reputation of Tourism Ethiopia

Correlations			Tourism Ethiopia	Ethiopia Hotel federation	Addis Ababa Tour and travel	Tourism Media Forum
Tourism Ethiopia	Pearson Correlation		1			
	Sig. (2-tailed)					
	N		195			
Ethiopian Federation	Pearson Correlation	Hotels	.557**	1		
	Sig. (2-tailed)		.000			
	N		195	195		
Addis Ababa Tour and travel	Pearson Correlation		.411**	.929**	1	
	Sig. (2-tailed)		.000	.000		
	N		195	195	109	
Tourism Media Forum	Pearson Correlation		.379**	.523**	.401**	1
	Sig. (2-tailed)		.000	.000	.000	
	N		195	195	195	195

** . Correlation is significant at the 0.01 level (2-tailed).

Stakeholder's public relations affective corporate reputation, all independent variables show significant paths at $p < .01$.

For predicting corporate reputation, four stakeholders predictor is insignificant. In turn, Ethiopian Hotels Federation path is significant for predicting affective reputation of Tourism Ethiopia with $\beta = .56^{**}$ ($p < .01$) moderate relation level. In addition to this the graph shows that Ethiopia Hotels federation and Tourism Ethiopia significant positive correlation.

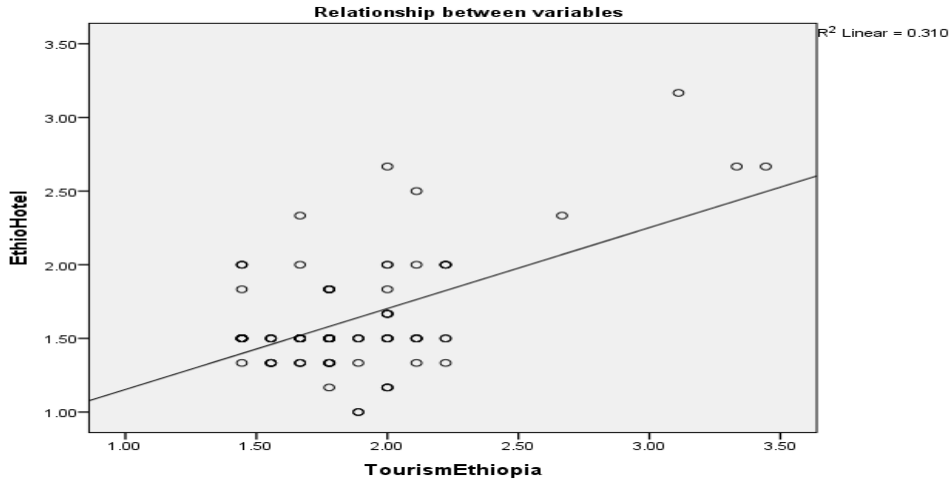


Figure.5 Relationship between Tourism Ethiopia and Ethiopian Hotels Federation

Likewise with Tourism Ethiopia and Ethiopian Hotels Federation, which implicated a positive relationship with Tourism Ethiopia and Addis Ababa Tour and travel $\beta = .411^{**}$ ($p < .01$).

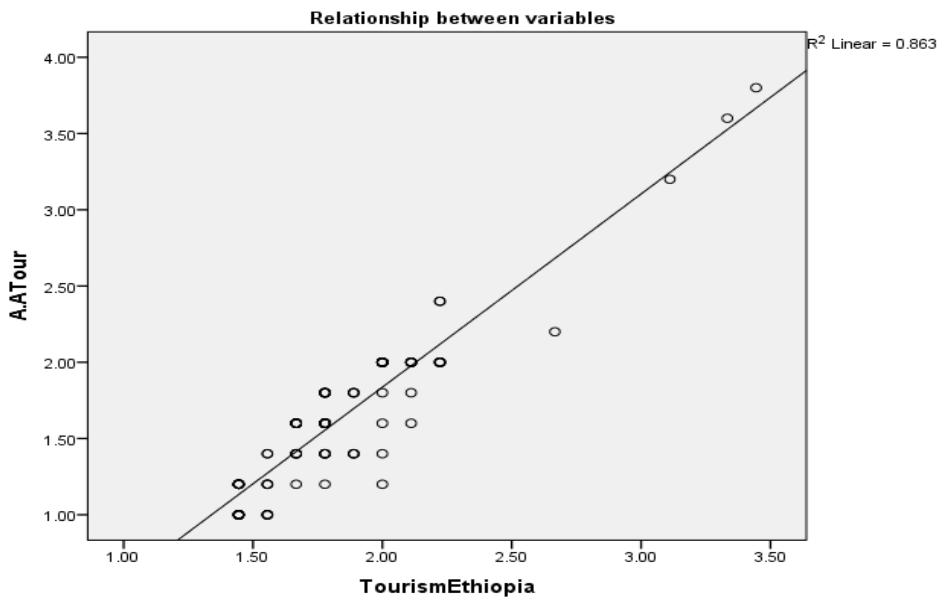


Figure 6. Relationship between Tourism Ethiopia and Addis Ababa tour and Travel

Lastly results indicated that Tourism Media Forum smallest relationship to compare with other variables. While the correlation with corporate reputation of tourism Ethiopia significantly with $\beta = .38^{**}$ ($p < .01$). And positive relationship showed under the graph.

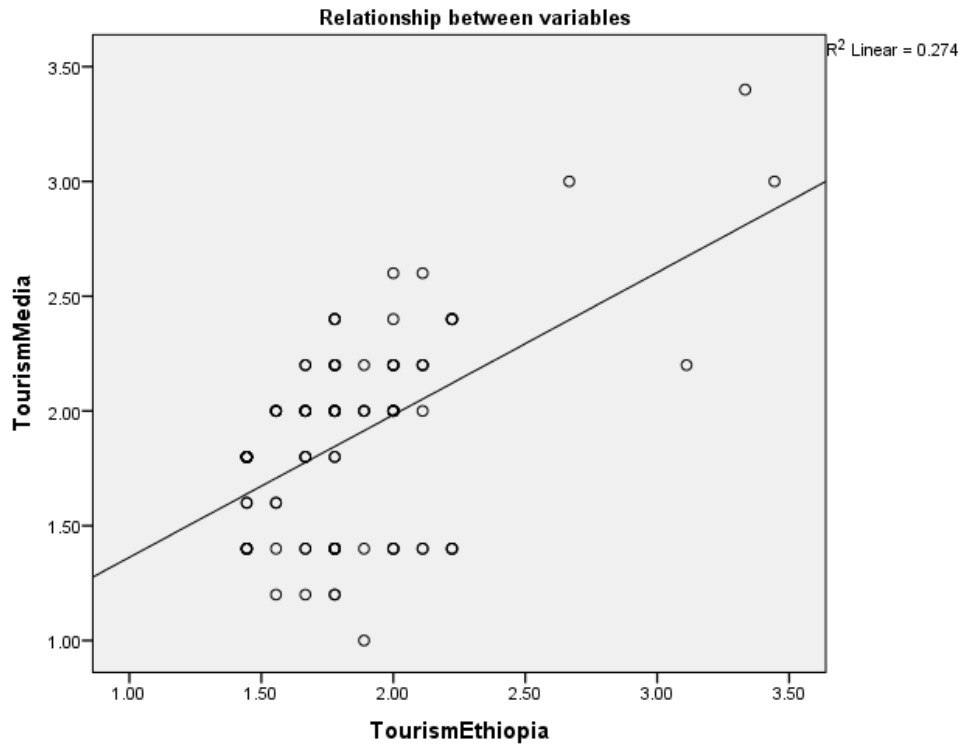


Figure 7. Relationship between Tourism Ethiopia and Ethiopian Hotels Federation

4.11 In-depth interview

The in depth interview was made with four top manager stakeholders of Corporate Tourism of Ethiopia. During face to face interview questions were conducted about strategies of public relation and Corporate Reputation.

The first question was to explore and evaluate the status of Corporate Reputation of Tourism Ethiopia. Four stakeholders (label by alphabetic AA, BB, CC and DD) reflect their views. Tourism Ethiopia was detached from FDRE MoCT in 2017. Before separating the performance of Corporate Tourism Ethiopia was better. All (100%) interviewers were agreed but, after separation there was a few meeting and communication with Tourism Ethiopia. The Reputation of Tourism Ethiopia goes backward rapidly rather than ascend. The following quote demonstrated the interviewees thought on Corporate Reputation of Tourism Ethiopia.

“Ethiopia was participated international tourism exhibition 2-3 times per a year. The currently situation of Tourism Ethiopia reputation is goes down, because Ethiopia did not participated all international tourism exhibition in 2019 year.”(BB)

AA reflected that, the duty of Tourism Ethiopia and their work never met and nothing contributed reputation of tourism to compare before separated from MoCT. The following quotes illustrate this concern:

“Before, separation of Tourism Ethiopia from MoCT good work had been transferred and continued to the next new budget year. But after separation from we had not been done anything with in three and half year” (CC)

On the other hand, BB said that stakeholders’ duties and responsibility did not clearly stipulated to build corporate reputation of tourism Ethiopia. And also CC supported that we are fussing to do same specific work because sometimes some duty and responsibilities concerned Tourism Ethiopia. But after a few month this duties and responsibility is concerned or taken by MoCT. 75% of respondents did not know which responsibility and duty directly concerned or taken by stakeholders. Besides of this they were not clear information which work was concerned and had not clear information working together.

The second question was investigating strategic role of public relations in tourism marketing Activities? AA, BB and CC supported that, No role played the organization in tourism activities .nothing is done at all .whereas DD, even though, the organization activities are not satisfactory the organization played its own role therefore, a lot of things have been done.

It was almost weak and not properly done. The only way public relation tools applied was social media like face book.

“Promotion of Tourism Ethiopia via different public relation tools was almost posed. And the stakeholders did not volunteer to sponsor television program and documentary to promote Tourism. But Tourists flow increase year to year because of our legendary history which is Adawa victory and Orthodox Church rather than promotion of tourism Ethiopia” (BB)

The third question was what activities does the organization undertake in tourism marketing activities? AA BB and CC all said nothing is done at all .But DD even though all activities are not properly done a lot of achievements have been registered in the organization.

The fourth question Are the activities of the organization satisfactory? All AA,BB,CC&DD said the activities are not satisfactory because it is not clearly stipulated stakeholders responsibilities in the organization plan.

The fifth question was, How has the organization activities impacted the country and your organization? All AA,BB&CC said nothing impacted the country or stakeholders concern except the high turnover rate and positional change in the organization. Whereas, DD said the tourism activities of the organization not brought some changes in the country.CC stated that the impact of Corporate Reputation Tourism Ethiopia after separation MoCT was there was no tangible positive impact, but cause of inactive development of tourism destination. And also AA explained that it is not better than the previous positive effect but also there are a few activities to like toilet in statue of Axum, Lallibela monastery and Atse Kaleb palace around destination. 50% interviewees sided that there was no any positive impact of Corporate Tourism Ethiopia in general.

Question six was, How would you describe the communication between the stakeholders and the organization? (One way, two ways or Interactive?) AA,BB&CC responded the organization communication way is totally one way. Whereas DD said it is an interactive one.

One way communication was the most common to build their reputation. Sometimes communication held through letter and sometimes by social media for the sake of annual report. On the opposite way, DD sided that interactive communications held between stakeholders and corporate Tourism Ethiopia. Interviewees though showed:

“Last year we had annual reporting conference with Corporate Tourism Ethiopia. Stakeholders gave feedback regarding on report statics. But the authority of Tourism Ethiopia never took comment and replied we will not held conference. After that we had not conference”. (AA)

“Communication problem in tourism sector has been cleared. Due to this, no one stakeholders inform their own work for other stakeholders and the authority has not been appointed for authority.”(CC)

100% of interviewees reflected that they did not implement strategic of public relation to share their ideas, goal, and plan and communicate stakeholders. AA, CC and BB stated that they communicate with stakeholders in special case and only for dialogue.

Question seven How does the organization deal with stakeholders concerns, issues and expectations? AA, BB & CC formerly the organization reputation was good but now it is not properly entertaining the stakeholders concern issues and expectations. Whereas, DD said the organization is dealing stakeholders issues but not satisfactory

Question Eight. Have the organization activities improved tourism destination in the country?

All AA, BB, &CC the organizations nothing brought a positive outcome or improved destination development.DD partially agree on the issue raised.

Question Nine Is Federal government tourism policy helps to build reputation of Tourism Ethiopia?

AA &CC said it needs some revision BB & DD said no problem with policy but the problem rests on the implementation.

Question ten recommendations All interviewees stated there were a big gap between stakeholders of Tourism Ethiopia and experts each other. The interviewees argue that the main problem of the weakness of corporate reputation of Tourism Ethiopia chief candidates appointed through political leader from political persons not from the expert and the leader does not have clue and knowledge about tourism. BB sided that when the leader understand and have a few experience of tourism by unknown case shift from other sector. This is the major problem of Corporate Reputation tourism Ethiopia communication way. This suggestion supported by AA sided that all activities, strategies and appointment was politicized rather than assigning professionals in the sector.

All said revision of polices and strategies, proclamations, creating good environment, working with stakeholders strategy, being transparent and give more opportunities to professionals persons to the tourism sector development.

Generally the interviewees were given suggestions to improve corporate reputation of tourism Ethiopia and make sustainable development of tourism Ethiopia. AA stated that Tourism policy must be implemented and make functional tourism Transformation council. Also DD reflected that the problem and public relation strategies could be implemented bottom level than top level. And also the leader of Tourism Ethiopia has to represent majority Ethiopians people and the

appointment must be free from politics. BB and CC suggested that the organizational structure must be organized properly and the chief must be selected based on profession rather than politics. In addition to these, Tourism Ethiopia must work jointly with stakeholders and address their issues and expectations properly.

4.12. Document reviews

Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic (Bowen, 2009). The document review focuses on implementation of public relation strategies; Tourism development policy, strategic communication plan, tourism proclamations, website and Corporate Reputation of Tourism Ethiopia were reviewed by SWOT analysis.

After studying the strategic role of public relation and corporate reputation of Tourism Ethiopia, it was necessary to do SWOT analysis to provide an overview strength, weakness, opportunity and threats of public relation and corporate reputation. Thus, document analysis was conducted to corroborate the findings.

CHAPTER FIVE

ANALYSIS AND DISCUSSION

5.1. Discussion

This chapter the research finding presented in the previous chapter by analyzing them in light of earlier literature review in chapter two. Based on the findings the study answers the research questions.

This study attempted to investigate the strategic role of public relation on corporate reputation of Tourism Ethiopia. Beside of this, the study measured Corporate Reputation of Tourism Ethiopia and explored strategic role of public relation in stakeholder organization.

This study classified the level of analysis into three separate dimensions. The first dimension of analysis endeavor to explore implementation of strategic role of public relation in four Tourism Ethiopia stakeholder organizations. This level of analysis assessed organization communication ways. The second dimension of analysis attempted to measure Corporate Reputation of Tourism Ethiopia. The last analysis part explores the effects of public relations within model of corporate reputation and strategic communication frame model.

5.2 Strategic role of public relation

In the literature part Broom (2007) and Cutlip et al. (2000) stated public relations is establishes and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depend. The study finding revealed that from four organizations with 195 respondents were respond total mean 2.4 from Likert scale. This indicated that almost disagree and employees were not implementing public relation strategies in their organization. Such types of strategies do not help an organization to build, Maintain and encourage a positive mutual relationship with targeted audiences or public. In addition to this top manager interviewees side that they did not implement strategic of public relation to share their goal, plan and idea communicate effectively with stakeholders.

Cutlip et al. (2000) cited in Kitchen, P.J. Thomson (2007) Public Relations is meant as communication between the organization and its external public such as local community, customers, government, suppliers, and investors. Many scholars like Seitel, (2001), Fawkes,

(2004), Harlow, (1976) support the above thought. So that public relation is significant role in the success of any organization. According to the above thought the stakeholders of Tourism Ethiopia those are Addis Ababa tour and travel, Ethiopian Hotels Federation, tourism media forum were isolated from community and had not communication within each other's.

James E. Grunig (2001) Most public relations practitioners have been the masters of a number of techniques like media coverage, prepare press releases, write speeches, write and design brochures, produce video news releases, lobby representatives in Congress, stage a special event, or prepare an annual report. Equivalently Mahoney, (2013) senior practitioners are responsible for planning the details of 'what, how and why their organizations communicate with strategic publics'.

The finding regarding on using public relation techniques tools were used total mean .27 from a mean of 1. Then organizations did not properly use public relations as they provide incomplete information for public and organization and loss their name, reliability and image. Some scholars like Henslowe (1999) stated that public relations has a key role to play in helping to inform both its own public and other, far wider ones, by providing information in a factual, but wrong or incomplete information will give a wrong image.

Tourism Ethiopia stakeholders did not implement strategies of public relation properly due to this some problems yet not solve which is communication problem. Even though organizations had good public relations strategies; they face challenge and get help from community and organization. In addition to this, publics give target information for those who use good public relation strategies. But the finding tells us the reverse and supported by Alison Theaker, (2001) strategic role where communication is used to resolve conflict and manage relationships with publics with the aim of achieving compliance (asymmetrical) or mutual problem solving (symmetrical) within a context where both organizations and publics are liable to change.

A role of public relations strategies make overall function to organizational effectiveness (Hon & Grunig, 1999 cited in Raweh Mohamed Shamsan & Moses Otieno, 2015) through the measurement of such factors as trust, control mutuality, satisfaction and commitment as key components of high quality relationships and the organization's reputation. Such factors are essential for organizations working within both favorable and unfavorable operating

environments. But the findings indicated that before separation of Tourism Ethiopia from MoCT had good strategic role of public relations. But, after separation Tourism Ethiopia did not implement properly public relations. Not only that stakeholders and tourism Ethiopia have not been done like before. They did not do anything with in two and half year.

This insures that poor strategic and implementation of public relations influence organizational and stakeholders work. Similarly the discussion supported by Philip Henslowe (1999) public relations also has a role to play in generating public interest in a particular situation, or set of circumstances, that may be having a major effect on an organization or group of people. Using public relations methods and techniques in the above illustration can be very effective.

According to Alison Theaker, (2001) the role of public relations is to develop and maintain relationships with these groups in order for the organization to meet its goals. In addition to this management is also influenced to state the organization's position, practice two-way communication, and build trusting relationships with stakeholders about issues of strategic importance. But poor implemented public relations lead to autocratic and one way communication. These types of public relation strategies never build trusting relationship with stakeholders and never meet the common and organizational good. As the interviewees side after that speech there was no conference and they did not meet each other to solve problems and set new strategies of public relations.

5.3 Corporate reputation

According to Reprtrack model Reputation is built on seven (7) dimensions or facets namely, products/services, innovation, workplace, governance, citizenship, leadership, and performance (Fombrun & Van Riel 2004). Similarly, corporate reputation is created by a combination of elements within the organization such as general business management, financial management, corporate marketing and corporate communication, as defined by Chris Fill and Stuart Roper (2008). The general business management has a major impact on corporate reputation.

According to the above this study was used only four dimension which was governance, leadership, innovation and performance. Good reputation builds by those good performances and inter correlate each on another. Jones and Wicks (2017) stated that good relationships with

employees also increase the likelihood that they will be satisfied with their jobs. In addition, good reputation connects stakeholders to ensure the creation of value and success in the markets.

According to Fombrun and Van Riel, (2004) the organization's communication system positively contributes to the favorable image that each specialized component of the communication system develops, which in turn affects the development of positive stakeholder perceptions about the organization, improves its performance, and so increases its ability to acquire additional resources and succeed. The researcher suggests, a favorable corporate reputation is not an isolated objective, but a vital means through which the success of the organization develops. Recent studies have reviewed elsewhere validate the empirical relationship between organizational performance and corporate reputation.

On the other side, regarding to the finding which means negative relationship of corporate reputation dimension never build good reputation. Reputation dimension correlate each one another negatively all are no good in one organization lead to negative effect and fail the organization. This study finding shows that the correlation of reputation dimension was positive. And the descriptive static response of the respondent and interviewees result indicate had not good reputation dimension. Then the correlation between reputations positive with low mean response did not build corporate reputation of tourism Ethiopia.

5.4 Association of public relation and corporate reputation

Samson (2018) explores the practice of public relations management in maintaining relations with the public who interact with a corporate organization and the role of public relations is maintaining good reputation.

The study got similar finding with Kim and Ewha (2008) stated that both public relations and corporate reputation positively affected ROI. There was a positive correlation between the complexity of an organization, and the size and formality of a public relations department. Beside of this Cha and Kim (2010) also maintained that there was a positive correlation between a corporation's public relations activities and corporation reputation. In this regard, it is not unreasonable to assume that larger corporations have larger public relations departments than smaller corporations and have correspondingly larger public relations budgets. Furthermore, it is

likely that the more strategically and actively public relations activities are conducted, the higher and more positive reputation the corporation will have.

More practically, Kim (2001) argued that ‘as the unit of public relations expense increases, a positive effect on the company’s reputation is expected. The study findings also show similar correlation of public relation and corporate reputation. Which means public relation was the key role of to build or broke corporate reputation of the company.

Studies have shown that corporate reputation is positively affected by public relations activities; therefore, reputation management is an important part of public relations strategies (Cha & Kim, et al .,2001).As defined by CIPR, 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”.

Generally public relations as a key management function of a business or an essential strategy to manage one’s individual reputation will help accomplish important goals such as establishing trust among key publics, increasing news media and social media presence, and maintaining a consistent corporate reputation across communication platforms.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

This chapter tries to deal with a brief conclusion part and recommendations of the research topic. Thus, the first one is conclusion part followed by the possible recommendations. These recommendations are believed to broaden our understanding of public relations and corporate reputation in PR development of Ethiopia.

6.1 Conclusion

This study was carried out with 195 employees in four sectors in order to understand public relation strategic role on corporate reputation and how weak and strong influence corporate reputation in organizations. In addition, measure corporate reputation of Tourism Ethiopia.

Corporate reputation refers to four perceptions of a firm's activities held by stakeholders such as governance, leadership, innovation and performance, shareholders, Tourism media forum, tourism Ethiopia, Addis Ababa tour and travel and Ethiopian Hotels Federation.

In this study, public relation was measured with 20 items and corporate reputation was measured with 18 items. Strategic role of public relation on corporate reputation of Tourism Ethiopia the means were examined, the highest mean score of strategic role of public relation was found to be 2.4. This result indicates that employees believe that their organizations undertake activities which could be not accepted as good strategies of public relation in their organization. On the other hand, the mean score of corporate reputation was found to be below average which was found highest mean to be 1.64, suggesting that these employees believe that the organizations in which they work with tourism Ethiopia stakeholders having weak corporate reputation. The finding shows that employees in a corporate with Tourism Ethiopia have the same beliefs that are employees don't share the same beliefs.

The findings about the relationship between public relations show that there is a positive effect on corporate reputation of Tourism Ethiopia. Poor public relation implementation associations with employees don't share the same beliefs of corporate reputation.

When the hypothesis test result is examined, there is a positive effect on corporate reputation when organizations have weak public relation was supported. When the assumptions, strong public relation throughout an organization, this brings about high performance and a positive reputation.

6.2 Recommendations

The following recommendations are given on the basis of the findings of this study for practical application by all internal and external stakeholders and seniors managers of the Tourism organizations.

Managers should contribute efforts in knowledge management the needs of stakeholder's engagement. As individual group has a unique experience with the organization firm. They have different perceptions of the corporate reputation. Therefore, it is important to decide and where to focus in order to bring maximum return on corporate reputation.

Seniors managers and stakeholders should understand the importance of strategic public relations for corporate reputation building. Proper public relations with stakeholders will ensure the build of reputational capital.

Mangers should focus on building of trust. As PR helps the organizations to build their corporate reputation, priority should be given to strategic PR prominence in the firm and implemented properly.

The organization PR unit also must be re-organized to create a favorable interactive communication between the organization and its stakeholders. It should also use reputation management to create a framework of expectations for stakholders in terms of what they can expect from the company's actions and communications

Employees are the most important stakeholder of any organization. Communications professionals need to integrate its brand and reputation efforts aimed at employees and external publics. As Harold Burson (2008) noted, employees are the primary sources of reputation for most people outside the company. Public relations firms, in particular, should begin to integrate its organizational change activities with the organization reputation building activities.

The organization should consider in identifying and selecting relevant stakeholders for organizational achievement and reputation. In addition to these, it should also clearly stipulate stakeholders' roles specifically for common good and organizational achievement.

The organization strategic communication plan must be revised based on the principles and practice of Van Ruler strategic communication frame because it has a clear insight on how to develop a clear communication/ PR strategy in the future.

Finally, as the tourism industry is growing fast and heavy competitiveness in our world the organization must develop its own reputation management plan in the future.

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Appendices

Questionnaire I

Addis Ababa University

Graduate Studies

SCHOOL OF JOURNALISM AND COMMUNICATION

Public relations and strategic communication program

PR Questionnaire to be filled by Tourism Ethiopia employees

Dear Respondents,

I'm pursuing academic research on the topic of **strategic role of public relations in corporate reputation building: with special reference to Tourism Ethiopia**. The research requires collection of valuable inputs regarding from people who have worked or have experience of the issue.

This questionnaire is an attempt to solicit your opinions regarding the strategic role of public relations in corporate reputation building and also seeking valuable suggestions to find ways and means for reducing the same. Therefore, I request you to kindly take out some times to fill the questionnaire.

The information, view, and opinions expressed by you will be kept confidential and be utilized only for research purpose. The results will then be availed to the interested party afterwards. Your contribution to the research is highly appreciated and acknowledged. Thanks for your valuable time in filling this questionnaire.

Kindly return the completed questionnaire.

Demographic background

Gender: male _____ female _____
Age: 20-25 _____, 26-31 _____ 32-37 _____ 38-43 _____ above 44 _____
Education level: Certificate (under 10+3) _____ Diploma(10+3,10+4) _____ Degree _____
Master's degree _____ PhD _____

Education back ground: _____

Work position: managerial _____ non –managerial _____

Work experience in the organization : A.0-5years _____ B. 6-10 years _____ C.11-15 years _____
above 12 years _____

Instructions

Instruction:- Decide whether your organization has been effective or not effective in performing of public relations. Rank the five most critical steps for the success of this strategic role of public relation process for your organization at this time and put tick sign on the given space.

- Please respond to all questions
- The information you provide will be treated with utmost confidentiality
- If you have any question, please give a missed call to this number 0911411222

1. Strong disagree
2. Disagree
3. Not sure
4. Agree
5. Strong agree

No	Items	1	2	3	4	5
1	Organization establishes a strategy, objective and scope linked with stakeholder's engagement.					
2	Organization top managers made communication model approach and build trusting relationship with stakeholders.					
3	Communication fully integrated in to every program with stakeholders					
4	The audiences get your organization program soon, clearly and on time.					
5	I made every month researching and evaluation analysis of communication way and strategic plan of the organization.					
6	Organization mission and vision are clear and measurable.					
7	We use media relation program to deliver news and facts with clear message for stakeholders and society.					
8	Organization has been made constant program to exchange feedback and for discussion with stakeholders.					
9	Employees are tried to generate interest and awareness of the target group about the organization in a particular situation.					
10	I made term and annual conference with the stakeholders.					
11	I made communicating with local community, representative head at exhibition, sport activity, meeting and other ways.					
12	I have been identified and analysis of situation problem and give solution for further organization goal.					
13	Organization set outstanding strategies and reflect the interests of stakeholders and society.					

14	The organization employees have excellent communication skill each other and excellent team sprits.					
15	The organization has enough employees on position of the work to succeed organization goal and objective.					
16	Organization describes current and expected approach to developing and maintaining an effective relationship with each stakeholder with their responsible roles.					
17	Organization distributes information on the organization task in the external environment to ensure social responsibility.					
18	Organization gives priorities PR strategies and goal to be communicated with internal and external stakeholders.					
19	Organization has clear communication alignment internal and external stakeholders.					
20	Organization address constantly societal and stakeholders issue through media tools					

Please indicate which aspect of PR tools more frequently that you would like deliver more information for stakeholders and society.

_____ Press release writing

_____ Website press

_____ Brochures

_____ Conferences

_____ Special events

_____ Audio and video through media channel (TV and radio)

_____ Magazine

_____ Flayers

_____ social media account

Others _____

1. DO you believe that all information delivered the correct audience?

Yes _____ No _____

If you say **no**

why? _____

2. Is your organization management structure and function favorable to implement strategies of public relation?

Yes _____ No _____

If you say **no**

why? _____

3. Have Tourism Ethiopia stakeholders' employees and top managers' awareness and good attitude for corporate reputation?

Yes _____ No _____

If you say **no**

why? _____

4. Do you agree that Tourism Ethiopia have good reputation for societies and stakeholders?

Agree _____ Disagree _____

If you say **disagree**

why? _____

5. Is Federal government tourism policy help to build reputation of Tourism Ethiopia?

Yes _____ No _____

If you say

nowhy? _____

Thank you for your cooperation

Questionnaire II

Addis Ababa University

Graduate Studies

SCHOOL OF JOURNALISM AND COMMUNICATION

Public relations and strategic communication program

Questionnaire to be filled by external stakeholders'

Dear Respondents,

I'm pursuing academic research on the topic of **strategic role of public relations in corporate reputation building: with special reference to Tourism Ethiopia**. The research requires collection of valuable inputs regarding from people who have worked or have experience of the issue.

This questionnaire is an attempt to solicit your opinions regarding the strategic role of public relations in corporate reputation building and also seeking valuable suggestions to find ways and means for reducing the same. Therefore, I request you to kindly take out some times to fill the questionnaire.

The information, view, and opinions expressed by you will be kept confidential and be utilized only for research purpose. The results will then be availed to the interested party afterwards. Your contribution to the research is highly appreciated and acknowledged. Thanks for your valuable time in filling this questionnaire.

Kindly return the completed questionnaire.

Demographic background

Gender: male _____ female _____

Age: 20-25 _____, 26-31 _____ 32-37 _____ 38-43 _____ above 44 _____

Education level: Certificate (under 10+3) _____ Diploma(10+3,10+4) _____ Degree _____
Master's degree _____ PhD _____

Education back ground: _____

Work position: managerial _____ non –managerial _____

Work experience in the organization: A.0-5years _____ B. 6-10 years _____ C.11-15 years _____
Above 12 years _____

Instructions

Instruction:- Rank the five most critical steps for the success of this strategic role of public relation process for your organization at this time and put tick sign on the given space.

- Please respond to all questions
- The information you provide will be treated with utmost confidentiality
- If you have any question, please give a missed call to this number 0911411222

1. Strong disagree
2. Disagree
3. Not sure
4. Agree
5. Strong agree

No	Items	1	2	3	4	5
1	Is Tourism Ethiopia open and transparent about the way the company operates					
2	The organization Behaves ethically					
3	Organization mission and vision are clear and measurable					
4	Organization has clear communication alignment for internal and stakeholders					
5	Is it fair the organization in the way it does business					
6	Has a strong and appealing leader					
7	Has a clear vision for its future					
8	Is a well- organized company					
9	Has excellent managers					
10	Is it a profitable company					
11	Delivers financial results that are better than expected					
12	The organization adapts quickly to change					
13	The employees of the organization are well trained					
14	The organization has strong management					
15	This organization listen what external stakeholders say about its public relation activities					
16	There is a long-lasting bond between the organization and its public relation users					
17	Shows strong prospects for future growth					

1. Do you agree that stakeholder's relation activities of the organization improve the perception of customers?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Strongly disagree
- e) Disagree

Provide reasons for selection -----

Thank you for your cooperation

Interview questions III

1. What is your profession?
2. How long have you worked with the Organization?
3. How would you describe the reputation of Tourism Ethiopia?
4. What role does the organization play in tourism marketing for tourist attraction?
5. What activities does the organization undertake in tourism marketing activities?
6. Are the activities of the organization satisfactory?
7. How has the organization activities impacted the country and your organization?
8. How would you describe the communication between the stakeholders and the organization?
(One way, two ways or Interactive?)
9. How does the organization deal with stakeholders concerns, issues and expectations?
10. Have the organization activities improved tourism destination in the country?
11. Is Federal government tourism policy helps to build reputation of Tourism Ethiopia?
12. Recommendations for future improvement by the organization?