

**COMMUNICATION STRATEGIES AND ORGANIZATION IMAGE BUILDING: A
CASE OF AIRTEL TELECOM UGANDA**

BY

**SEREM CAZZY CHEBET
BMC/36889/123/DF**

A DISSERTATION SUBMITTED TO THE COLLEGE OF HUMANITIES AND
SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF BACHELOR
DEGREE IN MASS COMMUNICATION OF
KAMPALA INTERNATIONAL
UNIVERSITY

JUNE 2015

DECLARATION

I **Serem Cazzy Chebet**, do hereby declare that this work is original and has never been submitted to any other institution of learning for award of any degree. Where the work of others has been used, reference has been made thereof.

Sign: 

Serem Cazzy Chebet

Date: 17/6/2015

APPROVAL

This report entitled “Communication Strategies And Organization Image Building: A Case Of Airtel Telecom Uganda” has been submitted with my approval as the University Supervisor.

Signature:.....

Mr. Mr. Richard Watenyera

Supervisor

Date:.....

DEDICATION

I dedicate this dissertation to the Almighty God for the life and strength He gave me throughout my studies in K.I.U, my father Joel Serem and my mother Jane Serem for their financial and emotional support during my studies, my fiacee Tairus Rowen, my son Wayne Kiptoo and siblings Victorine, Kelvin and Joy for their love and support during my studies at the university.

ACKNOWLEDGEMENTS

It is my pleasure to convey my humblest gratitude to my Supervisor, Mr. Richard Watenyera for his personal support during the period of writing this dissertation. I must mention his personal advice, guidance and ultimate understanding that eventually enabled me to successfully complete my study.

I convey my gratitude very sincerely to my friends Winy, Emily, Suzan, Marshal and Abu-Bakr for their unconditional love and support during my studies. I highly honor all individual contributions of other friends whose input was in one way or another relevant for my research.

Last but not least, I want in a special way to pay tribute to my family especially, my mother, my father, my son, my siblings and my fiancée for the immeasurable love, encouragement and the ultimate support that went unnoticed throughout my years of study at the University.

My thanks go to all of you and may the Almighty bless you abundantly

TABLE OF CONTENTS

DECLARATION	i
TABLE OF CONTENTS	ii
ACRONYMS	vi
ABSTRACT	vii
INTRODUCTION	1
1. 0 INTRODUCTION	1
1.1 BACKGROUND OF THE STUDY	1
1.2 STATEMENT OF THE PROBLEM	3
1.4 SPECIFIC OBJECTIVES OF THE STUDY	4
1.4.1 RESEARCH QUESTIONS	4
1.5 SCOPE OF THE STUDY	4
1.5.1 CONTENT SCOPE	4
1.5.2 GEOGRAPHICAL SCOPE	4
1.5.3 TIME SCOPE	5
1.6 SIGNIFICANCE OF THE STUDY	5
1.7 Description of the Conceptual Framework	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.0 INTRODUCTION	7
2.1 CONCEPTUALIZATION AND OPERATIONALIZATION OF THE STUDY VARIABLES	7
2.2 THE DIFFERENT IMAGES USED BY COMPANIES TO BUILD COMMUNICATION STRATEGIES AND RETAIN CUSTOMERS	8
2.6 PRODUCT DEVELOPMENT	11
2.7 THE CONSIDERATIONS TO BE TAKEN WHEN BUILDING COMPANY IMAGE	11
2.8 CONCLUSIONS	12
CHAPTER THREE	14
METHODOLOGY	14
3. 1 INTRODUCTION	14
3.2 RESEARCH DESIGN	14
3.3 POPULATION AND SAMPLE SIZE	14
3.4 SAMPLING DESIGN AND PROCEDURE	15
3.4.1 SIMPLE RANDOM SAMPLING	15
3.4.2 QUOTA SAMPLING	15
3.4.3 SNOW BALL SAMPLING	15
3.5 METHODS OF DATA COLLECTION	16
3.5.1 INTERVIEW METHODS	16
3.5.2 OBSERVATION	16
3.5.3. ANALYSIS OF DOCUMENTS AND RECORDS	16
3.5.4 FOCUS GROUP DISCUSSIONS	16
3.5.5 DATA SOURCES	16
3.5.5.1 PRIMARY DATA	16
3.5.5.2 SECONDARY DATA	17
3. 6 DATA ANALYSIS	17
3.6.1 QUALITATIVE DATA ANALYSIS	17
3.6.2 QUANTITATIVE DATA ANALYSIS	17
3.7 LIMITATIONS OF THE STUDY	17

CHAPTER FOUR.....	19
DISCUSSION OF FINDINGS	19
4.0 INTRODUCTION	19
4.1 RESPONDENT’S DEMOGRAPHIC VARIABLES.....	19
4.1.1 GENDER	19
4.1.3 RESPONDENT’S PORTFOLIO TO THE COMPANY	22
4.1.4 WORK EXPERIENCE	23
4.2 THE DIFFERENT CORPORATE IMAGES USED BY CORPORATE COMPANIES TO BUILD COMMUNICATION STRATEGIES AND RETAIN CUSTOMERS.....	25
4.3 THE SEVERAL WAYS OF ENHANCING A COMPANY’S CORPORATE CREDIBILITY	27
4.4 THE CONSIDERATIONS TO BE TAKEN WHEN BUILDING CORPORATE CREDIBILITY	28
4.4 CHALLENGES OF CORPORATE IMAGE BUILDING.....	30
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	32
5.0 INTRODUCTION	32
5.1 SUMMARY OF FINDINGS	32
5.2 CONCLUSIONS.....	34
5.3 RECOMMENDATIONS	34
5.4 AREA FOR FURTHER RESEARCH	35
REFERENCES	36
APPENDICES:.....	38
APPENDIX I: RESEARCH QUESTIONS	38
APPENDIX II.....	42
QUESTIONNAIRE	42

LIST OF TABLES

Table 1: summarizing sampling techniques	15
Table 2: Distribution of Respondent's by Gender	19
Table 3: Distribution of Education Demographics	21
Table 4: Distribution of Respondent's Portfolio	22
Table 5: Distribution of Employees' Work Experience.....	23
Table 6: the different corporate images used by corporate companies to build communication strategies	
Table 7: the several ways of increasing organization image building	27
Table 8: The challenges attributed to image building	31

ABSTRACT

This research was on **Communication Strategies and Organization Image Building** undertaken at Airtel Corporation. The researcher intended to establish whether various levels of communication strategies as well as specific organizational image building attributes had been factored across board.

The methodology employed entailed a case study research design which employed both quantitative and qualitative research methods.

The research findings show that there is a positive relationship between the communication and significant image building attributes. These factors as evidenced in this research have factually helped to create a more dynamic environment that would factually determine the overall concept of understanding how Airtel would improve specific undertakings within the company.

The research depicted a number of conclusions that would be important in a critical examination of the effects of supervision. We therefore recommend the need to master company goals, setting realistic timelines, and appropriate tools be availed to the employees to accomplish company tasks, in order to increase employee performance.

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter covered the background, problem statement, general objective, specific objective, research questions, scope and significance of the study. The study related to the examination of communication strategies and organization image building in Airtel Telecom industry.

1.1 BACKGROUND OF THE STUDY

The study of communication strategies is a fairly recent subject, though divergent views related to corporate identity have been addressed in order to explore how the self-image of an organization impacts the external field. This study attempted to map the organization's profile in terms of internal and external vision. As a reference framework, communication strategies involves creating an image, building a reputation and the definition of corporate reputation that this study used was taken from Balmer and Greyser (2003) "Judgments made of the organization over time based on the organization's behaviors, performance, and collective experiences of the organization", and also Fombrun (1996) who defined corporate reputation as a perceptual representation of a company's past actions and future prospects that are an aggregate of many personal judgments about the company. Corporate reputation deems the internal and external perspectives, being the principal starting point of the present study mostly based on Gardberg and Fombrun (2002).

Hence, the communication strategies focus on external perceptions, in this particular case depicted by perceptions that customers and former customers held about the organization. This interpretation has a fundamental relationship with the organization's identity. The internal vision of the corporation shaped through a mix of elements that encompasses it such as the vision, values, workplace and common understanding (Villafañe, 2005). Therefore, the customers' retention is conceived as the likelihood that the current customers will still prefer the organization products and services as part of their future business plan.

As a result, the main relevance and contribution of this study was to introduce in the form of a particular company reputation measurement the perspective of former customers (stakeholders that often were left out, not only from the customers 'capital research, but also from the overall studies of business performance). Moreover, to explore the link between the externals outlooks and the decision that current customers remain purchasers of this organization. In short, communication strategies are the believability of the current intention that enhances the reputation of the company which is based on the sum of its past behaviors (historical). The credibility of a company increases if its actions agree with its statements and its credibility decreases if its actions and pronouncements are inconsistent. However, being a case study undertaken in a specific context, the findings could be generalized merely in terms of methodological procedures and theoretical conclusions (Fombrun, 1996).

Organization image building is the activity that a selling organization undertakes in order to reduce customer defections. Successful organization image building starts with the first contact an organization has with a customer and continues throughout the entire lifetime of a relationship. A company's ability to attract and retain customers, is not only related to its product or services, but strongly related to the way it services its existing customers and the credibility, reputation it creates within and across the marketplace. Organization image building is more than giving customers what they expect; it's about exceeding their expectations so that they become loyal advocates for your company image (Davies et al 2003).

Creating customer loyalty puts 'customer value rather than maximizing profits and shareholder value at the center of business strategy'. The key differentiator in a competitive environment is more often than not the delivery of a consistently high standard of customer service. Organization image building has a direct impact on profitability. Research by John Fleming and Jim Asplund indicates that engaged customers generate 1.7 times more revenue than normal customers, while having engaged employees and engaged customers returns a revenue gain of 3.4 times the norm. Although most of the company's policy in Uganda is to ensure the delivery of quality products and services to current customers as well as perspective ones, the effort of retaining them has remained poor probably due to lack of credibility or simply different images or reputation external customers held about the organization. The purpose of this study was therefore to investigate, explore why and how the

company image influences the customer's retention taking into account other relevant stakeholders such as former customers and competitors (Argenti and Forman, 2002).

1.2 STATEMENT OF THE PROBLEM

Much of what the public knows about corporations comes from public relations efforts that result in news stories in newspapers and magazines, on television and over the Internet. This study posits that individuals react to negative and positive news stories about an organization based on their prior attitudes toward that organization and that such reactions will affect the quality of company-customer relationships. Intangible assets such as company and CEO reputation and credibility, and customer relationships affect customer satisfaction and loyalty. Many company managers have recognized the significance of these factors in attempting to attract and retain customers in long-term relationships. CEO and company reputation, leadership, relationships and communication are inextricably related because they contribute to a CEO's ability to direct and responsibly control desired outcomes. Customer satisfaction and communication strategies play important roles when creating good relationships and maintaining customer loyalty to a company as well as public faith.

On the basis of this paradigm, public relations scholars should strive to identify and understand variables that influence the development and maintenance of good relationships, such as trust, credibility and openness. There is limited clientele support in the telecom industry and this has accordingly hindered service delivery and hence reducing the overall industrial results. These have also hindered the strategic development of customer relationship and thus making it difficult to built a stronger connectedness between the company and its clients.

1.3 PURPOSE OF THE STUDY

This study as aimed at identifying communication strategies and organization image building in Airtel Telecom Uganda. The study will seek to establish the different types of communication strategies used to build an image of a company. It also set out to investigate the several ways of enhancing a company's communication strategies as well as revealing the considerations that can be taken when choosing a company image for a product or service.

1.4 SPECIFIC OBJECTIVES OF THE STUDY

- i. To establish the different communication strategies and the relevant image building mechanisms used by Airtel Corporation enhance its service provision.
- ii. To explore the relationship between communication strategies and organizational image building in the case of Airtel Corporation.
- iii. To explore the challenges of corporate image building
- iv. To explore ways of improving communication strategies and organizational building in the case of Airtel Corporation.

1.4.1 RESEARCH QUESTIONS

- i. What are the different communication strategies and image building mechanisms used by corporate companies to retain customers?
- ii. Which are the several ways of enhancing a company's corporate credibility?
- iii. What are the challenges of corporate image building?
- iv. What is the relationship between communication strategies and organizational image building?

1.5 SCOPE OF THE STUDY

1.5.1 CONTENT SCOPE

The content scope of the study covered literature and discussions on communication strategies and organization image building but specifically focused on; the different company images used by companies to build communication strategies and retain customers, the several ways of enhancing a company's communication strategies and the considerations to be taken when building company credibility.

1.5.2 GEOGRAPHICAL SCOPE

The study was carried out from Airtel Telecom Uganda. The head office is located in uptown Kampala City along Hannington Road adjacent the former UNDP offices. The data was collected using questionnaires and interviews. The study will use a sample cross section survey design of top management and public relations department officers who will be

knowledgeable about the topic in study. The Data will be collected using questionnaires and interviews.

1.5.3 TIME SCOPE

The study was conducted between December, 2014 to April, 2015. This time was sufficiently enough for the researcher to come up with all findings that enabled him establish a basis for compiling this report.

1.6 SIGNIFICANCE OF THE STUDY

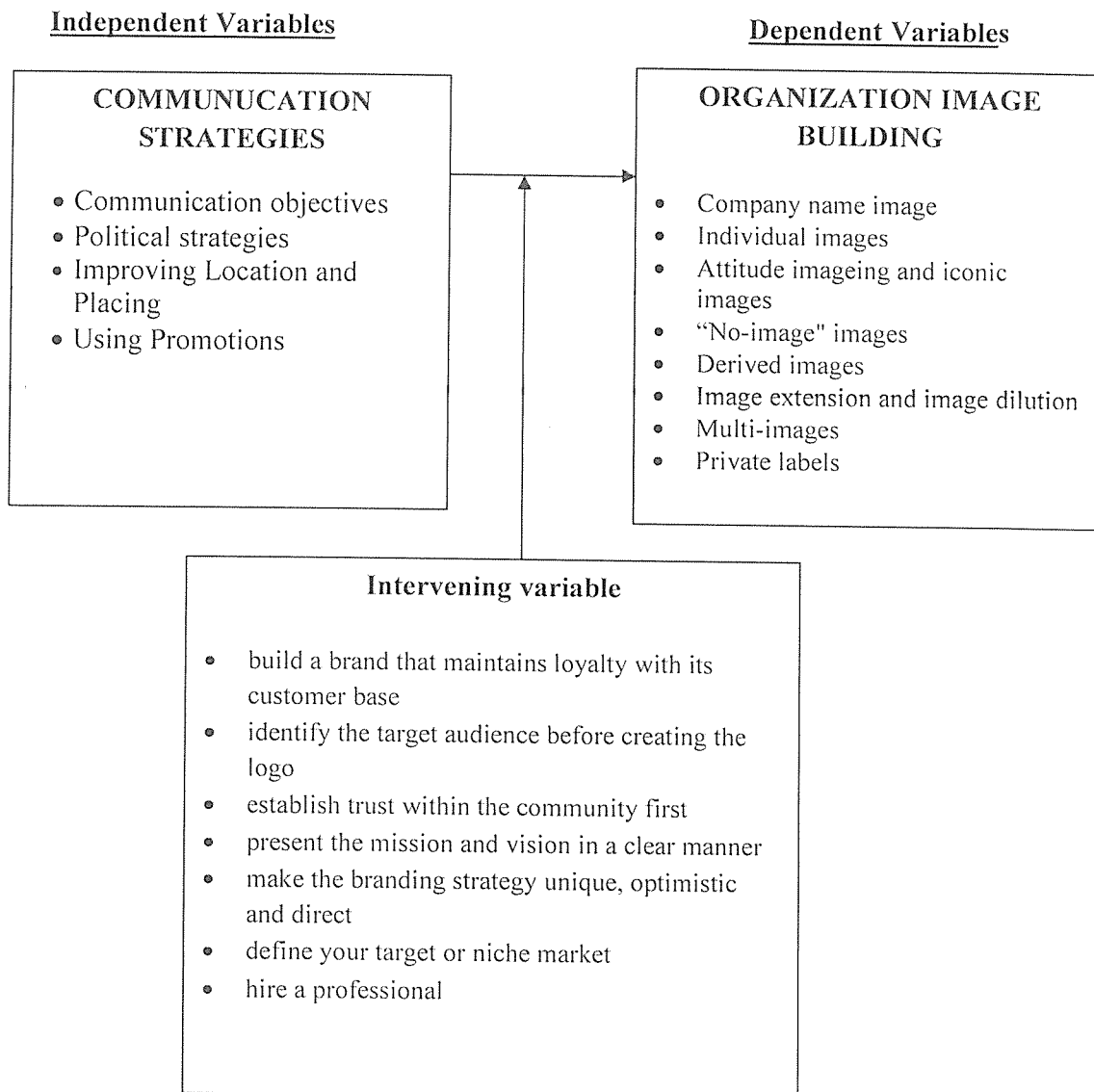
The study was intended to generate information that would be beneficial to most corporate companies in Uganda like Airtel Telecom Uganda. The study was to propose recommendations to corporate companies on how to build effective communication strategies to boost customer retention.

The study would also be expected to add knowledge to the existing literature on the concept of communication strategies and how it benefits a corporate company in retaining valuable customers. This study will even investigate the barriers to companies achieving successful corporate credibility.

This would be of importance to the students, researchers and other academicians as a point of reference for further research.

The study would intended to generate argument and opinion on the real impact of adhering to corporate loyalty, management and orientation in Corporate firms like AIRTEL, MTN, Airtel and Uganda Telecom among others.

1.7 THE CONCEPTUAL FRAMEWORK



Description of the Conceptual Framework

The figure above represents the conceptual linkage between the study variables among which there are independent and dependent variables. For the purpose of this study, the independent variables was the socioeconomic status of respondents and enhancing corporate credibility, whereas the dependent variables will be the types of corporate images and the considerations in building communication strategies as they are influenced by the former. The arrows show the connection between the variables. (Researcher)

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

The literature review focused on themes related to the study objectives namely the different corporate images used by corporate companies to build communication strategies and retain customers, the several ways of enhancing a company's communication strategies and the considerations to be taken when building corporate credibility. All these were employed from recent literature on the study problem.

2.1 CONCEPTUALIZATION AND OPERATIONALIZATION OF THE STUDY VARIABLES

Consumers may look on communication strategies as an aspect of products or services, as it often serves to denote a certain attractive quality or characteristic. From the perspective of corporate image owners, credible products or services also command higher prices. Where two products resemble each other, but one of the products has no associated communication strategies such as a generic, store-credible product, people may often select the more expensive credible product on the basis of the quality of the corporate image or the reputation of the corporate image owner. (Richardson, 1994)

A revolution in the business landscape has forced business to change and adapt the changes from the business environment. The changes are changes in customers' preferences and behavior, changes in the marketplace and technology. These changes have affected the communication practice of the corporate world as corporate communication plays an important role in creating value to a firm. Organizational communication has been defined as the process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behavior (Daft, 1997, p.560).

It is important to notice that this definition of communication stresses its intent - a purpose that may go beyond just transferring information. The sender has the intent to influence the receiver to do what the sender wants (Kelly, 2000). Corporate communication stakeholders are divided into two, which are; internal (employees, shareholder, manager and etc.) and external (agencies, channel partners, media, government and general public). As Johansson

(2007) shows, definitions of corporate communication employ dividing lines between internal and external communication with its very own research traditions (Thiessen & Ingenhoff, 2011). This is an example of internal communication, i.e. Communication between different levels of an organization. Communication is a “bridge” to link and direct all the levels of an organization in achieving organization objective.

Corporate communication refers to a kind of communication which is used for the promotion of a product, services or organization. It can also be used for legal issues or to communicate the information within the organization. Thus, corporate communication is important for a company because it is through communication that an organization make contacts with its customers, suppliers and other elements both internal and external of the organization. On the other hand, corporate communication is very important for a company to create the best corporate reputation.

2.2 THE DIFFERENT IMAGES USED BY COMPANIES TO BUILD COMMUNICATION STRATEGIES AND RETAIN CUSTOMERS

Communication, capacity development, and organizational learning are the main themes in my research. Therefore the question that guides this chapter is: “how are these themes interrelated and what effect do they have on each other?” In answering the question, this chapter will use a constructivist lens, which highlights the role of social interaction in creating reality, to explore the literature and theories in three broad overlapping areas: communication for development, capacity development, and learning within organizations.

Efforts to use communication to create development are based both on theories about the nature and purpose of development as well as assumptions about how people acquire information, form ideas, beliefs and act on the basis of their knowledge (Díaz Bordenave 1977). Over the past fifty years, the concepts of “development” and “communication,” as well as the philosophical thoughts underpinning them, have undergone major transformations that reflect changes in intellectual and political debates. Overlapping theories from a variety of disciplines including international development, health, education, management, agriculture, and communication have converged to create today’s evolving field of communication for development. This first section of this chapter explores the shift in thinking about communication for development that has revolved around a core difference between the meaning of communication: as a simple transfer of information or as a social

process through which meaning is created and codified. These contrasting ways of conceiving of the meaning of communication have created two main branches of communication for development that can be differentiated by their core beliefs about the roots of development problems. On the one hand, behavior change communication generally focuses on the lack of information and the need for individual behavior changes while participatory or empowerment communication points to the need to change collective social processes and society wide power imbalances (Melkote 2003).

As they are closely connected, the second section in this chapter combines the two remaining themes: capacity development and learning. The first part looks at the theory and practice of capacity development. Although the phrase capacity development (or building or strengthening) is relatively new, the concept has been used in development efforts and expressed in words like institutional strengthening, organizational development, human resource development, non-formal education and training for quite some time. The purpose of capacity development is to foster an internal process of growth and development that attempts to increase an individual, group and/or organization's ability to perform, solve problems and manage current challenges in order to achieve desired results in the future. The third and final theme of this chapter focuses on individual and workplace learning processes as they relate to capacity development. Theories of adult learning often focus on the individual. However, in this case situated learning theory (Lave & Wenger 1991) provides the basis for exploring how individual learning can be transferred into organizationwide learning and long-term changes that can improve organizational performance. During the learning process, the organizational hierarchy and the political dimensions of communication have the ability to constrain or enable individual access to knowledge and skills (Coopey & Burgoyne 1999; Keyton 2005), which in the long-term affect the quality of the overall pool of talent that the organization can draw from.

2.3 CHANGING PERSPECTIVES ON COMMUNICATION AND DEVELOPMENT

According to Servaes (1999), it has only been in the past 15 years or so that culture and communication have been recognized as having a fundamental impact on the whole question of development. Now most experts agree that there is hardly a development challenge that can be met successfully without changes in the world-views, attitudes and behaviors of the people involved. Communication is the basis for creating awareness, consensus building, making informed decisions, resolving conflicts, and generating participation in processes of change and development. When addressing any development context- population issues, violence, food security, use and conservation of natural resources, to name a few- it is large

scale change in the way people live and work with each other that will make a difference (Fraser & RestrepoEstrada 1998).

This communication occurs within and between formal and informal units of people. At the most simple level, communication takes place intrapersonally, that is within an individual as a stream of consciousness dialogue. Communication between two or more people referred to as interpersonal. This interpersonal communication can take place between or among individuals and small groups; local, regional, national and international networks or coalitions; formal organizations; political units; or other groupings of people (Rosengren 2000). Traditionally, communication efforts have tended to fulfill three main roles in development practice. First, to inform and persuade people to adopt certain behaviors and practices that are deemed beneficial to them; to enhance the image and credibility of the development organizations involved in the efforts; and last, to enable community consultation on specific initiatives (Deane & Gray-Felder 1999). The focus in more recent years has shifted to providing a forum or platform for dialogue, debate, and participation for all sectors of society, especially those that have been underrepresented. Overall, as theories of how development happens have moved away from top down donor driven approaches towards more participatory and community centered methodologies, so too has communication theory. Rogers and Hart (2001) now describe communication for development as social change brought about by communication research, theory and technology designed to increase people's social and material advancement.

2.4 IMPROVING THE QUALITY OF PRODUCT OR SERVICE

One of the best ways to improve your communication strategies is by actually producing or giving your customers something which is of a high quality. By having a quality communication strategies you can ensure that you have that edge over your competitors, you can also make sure that you have the potential of charging a higher price, which would lead to a greater profit margin. The main reason for doing this though is so that you build up a customer base that buys your product or services because of what you are offering, not so much because of the price. People are much more likely to buy something if they know it will last and they are getting the most out of it. A problem of improving quality is that it will lead to increased costs in the short-term. Despite this, it is a very important operation to carry out, because in the long-term, it could be something which keeps your company going and keeps people coming back to you. (Holt, 2004)

2.5 IMPROVING LOCATION AND PLACING

Location is a very important factor when trying to set up and improve upon a corporate credibility. This is because people will see location as a factor to whether they will use your communication strategies or not. For example, people who live in downtown houses have a poorer image than people who live in estates. You will need to get your location right depending on who you are aiming at. This is important due to convenience. The easier you are to get to, or the easier it is to contact you, buy from you, whatever depending on what you do, will affect your corporate credibility. People want to be able to buy your product or use your service easily, without too much trouble. The better placed you are, the more likely people will come looking for you. The irony of this is that, the better communication strategies you have, the more likely people will spend time finding you. Location is also meaning where your product is placed in shops, or where your adverts are. All of this needs to be in the right places to appeal to your target audience. (Holt, 2004)

2.6 PRODUCT DEVELOPMENT

Towards a New Paradigm As dominant development theories began to receive widespread criticism for their Western biases and top-down approaches (Dag Hammarskjöld Foundation 1975; Frank 1966; Haq 1976), in the mid-1970s several of the main thinkers from the modernization school of communication, such as Rogers (1976), began to publicly recognize the cultural biases that had shaped early thinking in diffusion of innovations, social marketing and edutainment theories (Huesca 2003). This shift in thinking was in large part due to the poor results and lack of change that both development in general and behavior change campaigns in particular were bringing about (Waisbord 2001). In particular, communication practitioners began to notice that even in cases where the message appeared to be received by the target populations without any problems, often the intended meanings were not conveyed and the expected changes in conduct did not occur (Leeuwis 2004).

2.7 THE CONSIDERATIONS TO BE TAKEN WHEN BUILDING COMPANY IMAGE

Positivism, Modernization & Behavior Change Communication Scientific research is traditionally based on values dating back to Aristotle and the Enlightenment, namely reasoning, rationality and objectivity (Melkote 2003). Such research is grounded in the positivist belief that there is a single truth, separate from any human observer, which can be

uncovered through a rigorous application of the scientific method. Scientists from this background hold that experimental techniques yield results that can then be generalized into models and theories and applied to other situations. This way of looking at the world leads to the idea that the only factor necessary for development to occur in a given area is the simple transfer of new information and technologies to the intended end users (Jiggins & Röling 1997).

Because of this context, communication for development interventions have their roots in post-World War II international aid programs as a way to get the necessary modern information to developing country populations in order to change their attitudes, ideas and values and therefore their behavior (Melkote 2003). Information was seen as the basis for development and crucial to creating the necessary social environment for development to succeed. At this time it was thought that a country's level of development could be measured not only through gross national product (GNP) but also in part through the depth of mass media penetration (Waisbord 2001). This view of development has, in turn, informed several communication theories: diffusion of innovation (Rogers 1969, 1995), social marketing (Kotler & Roberto 1989, Walsh et al. 1993) and "edutainment" (Bandura 1977). In their early forms and in many cases into the present, these strategies are delivered as a mass one-way transfer of information from those who have it to those who do not. They are often delivered as organized communication campaigns directed at a selected audience for a period of time in order to reach a specific set goal (Snyder 2001). This "transmission" model assumes that unless there is something wrong with the channel (poor radio reception, bad printing, noise, etc) that the person receiving the message will get the exact information that the communicator intended them to have (Leeuwis 2004).

2.8 CONCLUSIONS

To succeed in communication strategies building you must understand the needs and wants of your customers and prospects. You do this by integrating your communication strategies through your company at every point of public contact. (Olins, 2003) Your communication strategies resides within the hearts and minds of customers, clients, and prospects. It is the sum total of their experiences and perceptions, some of which you can influence, and some that you cannot. (Heig, 2001) A strong communication strategies is invaluable as the battle for customers intensifies day by day. It is important to spend time investing in researching, defining, and building your corporate credibility. After your entire communication strategies is the source of a promise to your consumer. It is a foundational piece in your marketing communication and one you do not want to be without and hence

Airtel Telecom Uganda ought to adhere to successful techniques of communication strategies building and management in order to achieve more from its export receipts.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter dealt with the research design, source of information, data collection methods and procedures, the sample size and methods, data quality assurance and control, data analysis and presentation, and the ethical aspects that were respected.

3.2 RESEARCH DESIGN

A descriptive research design was adopted for this research. Descriptive research design was used because it involved a set of methods and procedures that described the study variables. Descriptive studies portrayed these variables by answering who, what, why, and how questions. A cross sectional research design was also employed to attain knowledge and information from the study respondents. The appropriate research design for the study was to use a “case study” which in this case was Airtel Telecom Uganda. It therefore was carried out in an intensive way by investigating or examining individuals who were knowledgeable about the research topic. In all the study, employees, managers were dealt with. In this way, the researcher had a keen interest which enabled him know the several ways of enhancing a company's communication strategies especially in corporate firms like Airtel Telecom Uganda. The researcher also examined the records and interviewed several people.

3.3 POPULATION AND SAMPLE SIZE

Sampling is the selection of a part to represent the whole. The researcher therefore looked at the socio-economic statuses of the respondents in order to understand the dynamics of communication strategies and organization image building in corporate firms since the research was based at Airtel Telecom Uganda. This therefore became the population that was studied and thus enabled the researcher to come up with the various findings.

The non-probability sampling technique was also used by selecting 60 people mainly respondents in the categories to be interviewed and these included: top management, employees, and other personnel at Airtel Telecom Uganda.

3.4 SAMPLING DESIGN AND PROCEDURE

3.4.1 SIMPLE RANDOM SAMPLING

Under this technique, consultation of individuals was done so as to get information that was needed. Interviewing some key informant people was also done so as to get the accurate and expected information.

3.4.2 QUOTA SAMPLING

The Quotas Method under sampling was also used; this was selected because it helped the researcher to focus on certain characteristics. A quota was also be helpful because it enabled the researcher know the public opinion about domestic violence. Under Quotas, selection from important sources of heterogeneity was done in a way of choosing out the people trusted and capable of giving out the information without any bias for example, employees and managers was considered when interviewing.

3.4.3 SNOW BALL SAMPLING

It is the last technique that was used for selecting a sample to study secretive behavior. This involved carrying out the interviews and decisions on whom to include in the sample based on the knowledge of the researcher about the subject and in the sample, people of both sexes that was male and female were included.

Table 1: summarizing sampling techniques

Approach	Sample Selection	Data Collection	Types Of Sample	Data Analysis
Quantitative	Simple random sampling	Key Informants	10 Top Level and Managers, 20 General Employees. 30 Public Relations Department Officers Total = 60 Respondents	Graphs, Tables And Formulae
Qualitative	Total Sampling	Structured Interviews	35 Men 25 Women Total = 60 Discussants	Editing, Encoding And Tabulation

3.5 METHODS OF DATA COLLECTION

3.5.1 INTERVIEW METHODS

Personal interviewing was used because it enabled the researcher to get satisfactory results. during the interview process; the main aim was to make sure that the questions were understood and answered in full and in a uniform manner. It was mainly done about the current and historical events.

3.5.2 OBSERVATION

Through observations, developing questions was done and it enabled the researcher to get answers. Personal observation enabled the researcher to get a deep understanding of the implication of rewards and compensation systems as well as interacting with different people who interpret what was not understood.

3.5.3. ANALYSIS OF DOCUMENTS AND RECORDS

The researcher used a historical approach to give a perspective from the past to understand present issues, problems, and plans of action to questions which helped to alleviate dissatisfaction situations. This was accomplished through reviewing original documents. library work, Internet surfing and audio programs. It was mainly done through the comparison of the existing data.

3.5.4 FOCUS GROUP DISCUSSIONS

Under this, the researcher consulted different people who had relevant knowledge on rewards and compensation systems and who are willing to give information and those who have knowledge about rewards and compensation systems. This was through an open debate with the people especially those who were willing because it was not by force.

3.5.5 DATA SOURCES

3.5.5.1 PRIMARY DATA

Primary data that was used included data from interviews that was face to face contact, count the respondents who gave the researcher the information regarding the rewards and compensation systems obtained from questionnaires and observations.

3.5.5.2 SECONDARY DATA

These was collected from relevant literature like brochures, leaflets, documentaries, and transcribed interviews and monthly dissertations of Public Relations and Media Management among other secondary sources that should be available to the researcher.

3. 6 DATA ANALYSIS

Data analyses were the process of bringing order, structure and meaning to the mass of information collected. Quantitative data analysis sought to make general statements on how categories or themes of data were related. The data was in form of texts and materials which described occurrences. The researcher then established relationship among these categories. Generating themes and categories was done using codes, which was assigned manually or by use of computer software known as SPSS Text Editor.

3.6.1 QUALITATIVE DATA ANALYSIS

To ensure coherence, comprehensiveness, legibility and completeness, editing was used in qualitative data analysis to eliminate any error and omissions. Coding was done to create data categories for classifying the data to be analyzed. I.e. Code categories, themes and classifications. All this was involved in the qualitative analysis of data. Data analysis was done by explaining and comparing of the extensive variations, quotation of data sources and discussion of research data so that it can be easily comprehended by the third party.

3.6.2 QUANTITATIVE DATA ANALYSIS

Editing was done to ensure coherence, comprehensiveness, legibility and completeness. editing was used in qualitative data analysis to eliminate any error and omissions. Coding was done to create data categories for classifying the data to be analyzed. I.e. Code categories, themes and classifications. All this was involved in the qualitative analysis of data. Data analysis was done by manual tabulation of data, generating rates, quantities, percentages, frequencies, the use of bar graphs(Histograms), pie charts, line graphs etc. this involved depicting and analyzing quantitative data presented.

3.7 LIMITATIONS OF THE STUDY

In conducting the research the researcher expected to be faced with a number of methodological and practical impediments as highlighted below;

Securing appointment say interviews was rather hard; the researcher thus, was to look for alternative respondents and also become more aggressive in that regard.

Respondents was not willing to avail the researcher with the required information due to negative attitudes, suspiciousness and speculations. In this case the researcher was to highlight the importance of the study and also create awareness with the help of top level management staff.

The time allocated for conducting the research was not enough for the researcher to cover the area of study since she had other academic obligations. The researcher therefore, was to prioritize her schedule according to deadlines in order to utilize the given time effectively and efficiently.

The researcher also encountered financial constraints since the study involved such costs as typing, printing, travel and telephone costs. To address this problem, the researcher was to save up some money for the study and also raise some more from parents just in time prior to conducting the research.

There was instances of respondents withholding information. However, to overcome these problems, the researcher intended to explain to participating respondents the importance and aim of the study and ensure confidentiality and mobilize money to meet all the expenses that was involved in the due process of conducting all research activities.

CHAPTER FOUR

DISCUSSION OF FINDINGS

4.0 INTRODUCTION

The chapter presented the findings relating to the study objectives namely the considerations to be taken when building corporate credibility, the several ways of enhancing a company's communication strategies and the different corporate images used by corporate companies to build communication strategies and retain customers. These were the main areas that this data analysis focused on.

4.1 RESPONDENT'S DEMOGRAPHIC VARIABLES

Respondents provided their demographic variables such as gender, level of education, work experience, and portfolio in Airtel Telecom Uganda. The results are presented in the tables below;

4.1.1 GENDER

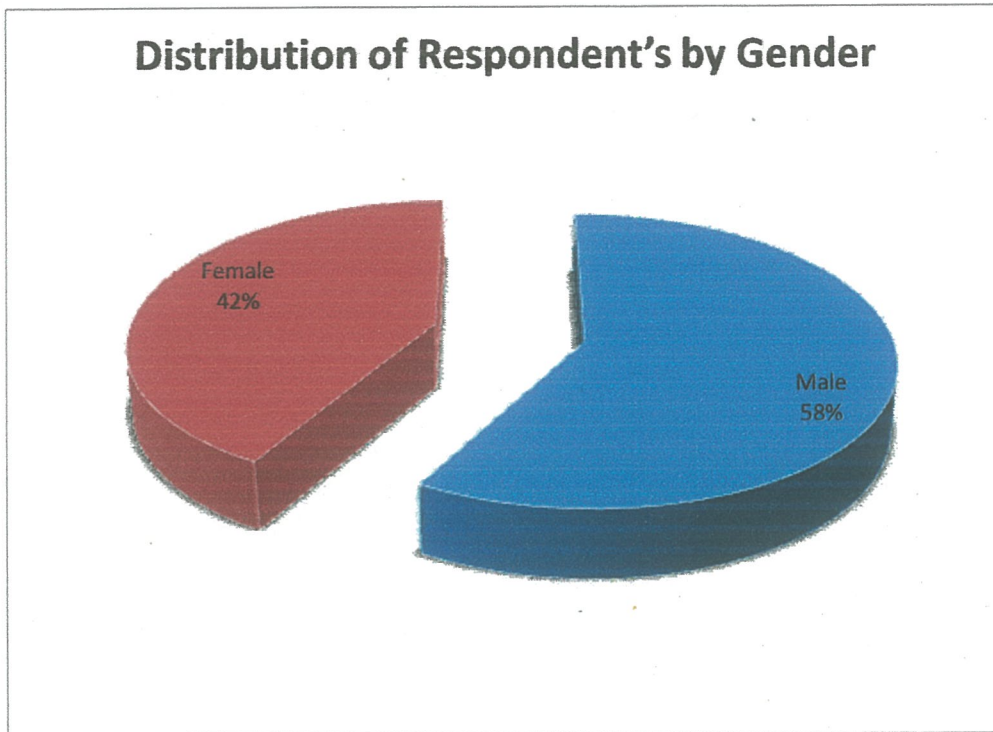
Table 2: Distribution of Respondent's by Gender

Gender	Frequency (f)	Percentage (%)
Male	35	58.3
Female	25	41.7
Total	60	100

Source: Primary Data, 2015

The findings in table 2 show that a total of 60 respondents participated in the study. The majority were male (58.3%) while 41.7% were female. Female respondents constituted the least percentage not because of gender bias but they were less in number as compared to their male counterparts. Some female participants were found at customer care points, cash points as well as at the reception.

Figure 1: A Chart Showing Respondent's Gender



Source: Primary Data, 2015

4.1.2 LEVEL OF EDUCATION

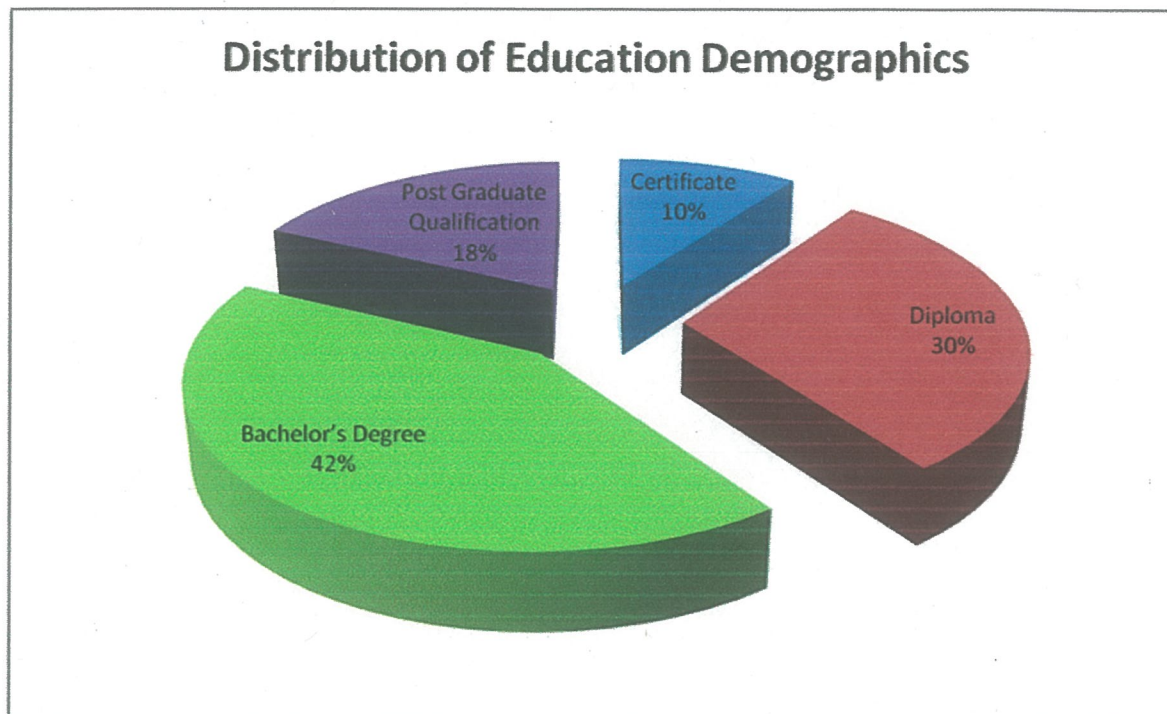
Table 3: Distribution of Education Demographics

Education level	Frequency (f)	Percentage (%)
Certificate	06	10
Diploma	18	30
Bachelor's Degree	25	42
Post Graduate Qualification	11	18
Total	60	100

Source: Primary Data, 2015

The findings in table 3 above show that a majority of study respondents (42%) reported Bachelor's degree as their highest level of education. A big number of Bachelor's degree holders were employees from Airtel Telecom Uganda. This was followed by 30% who reported Diploma as their highest level of education. 18% reported having post graduate qualifications such as Masters Degrees, post graduate diplomas, as well as PhD qualifications and these included senior management officials at Airtel Telecom Uganda. A small percentage (10%) had certificates as their highest level of academic achievement. The certificates included those of ordinary and advanced level that is secondary school education while some had certificates from business and technical institutes.

Figure 2: A Graph Showing Respondent's Education level



Source: Primary Data, 2015

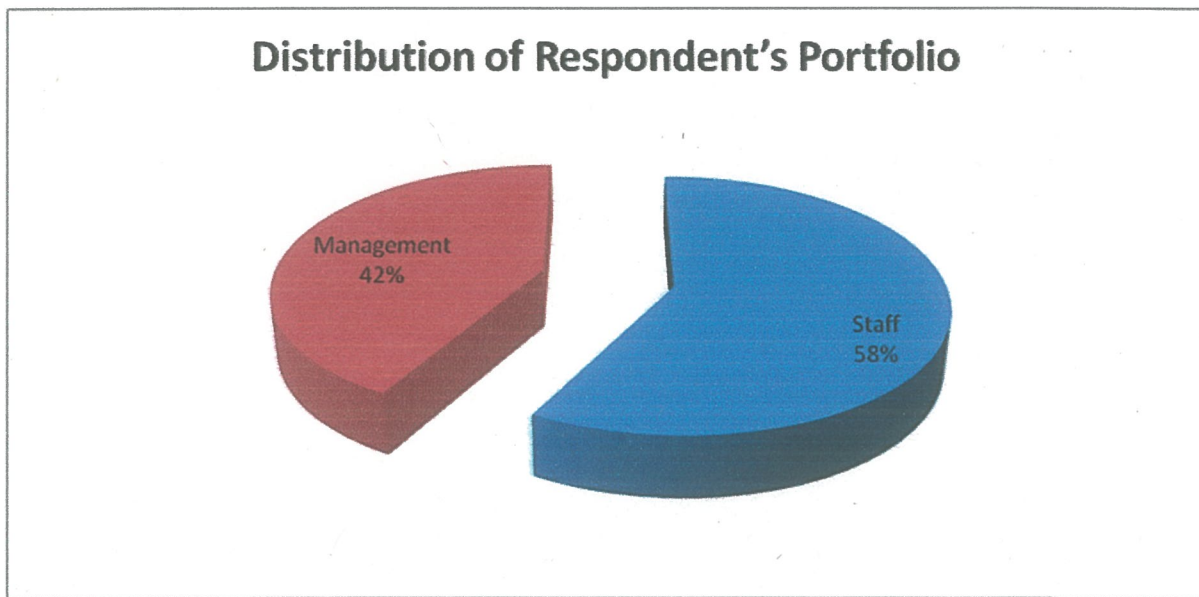
4.1.3 RESPONDENT'S PORTFOLIO TO THE COMPANY

Table 4: Distribution of Respondent's Portfolio

Portfolio	Frequency (f)	Percentage (%)
Staff	35	58
Management	25	42
Total	60	100

Source: Primary Data, 2015

The study registered more staff (58%) than management (42%). Clients were randomly selected as they came to access services from Airtel Telecom Uganda's offices. Meanwhile, employees who participated in the study were purposively selected from different departments.



Source: Primary Data, 2015

4.1.4 WORK EXPERIENCE

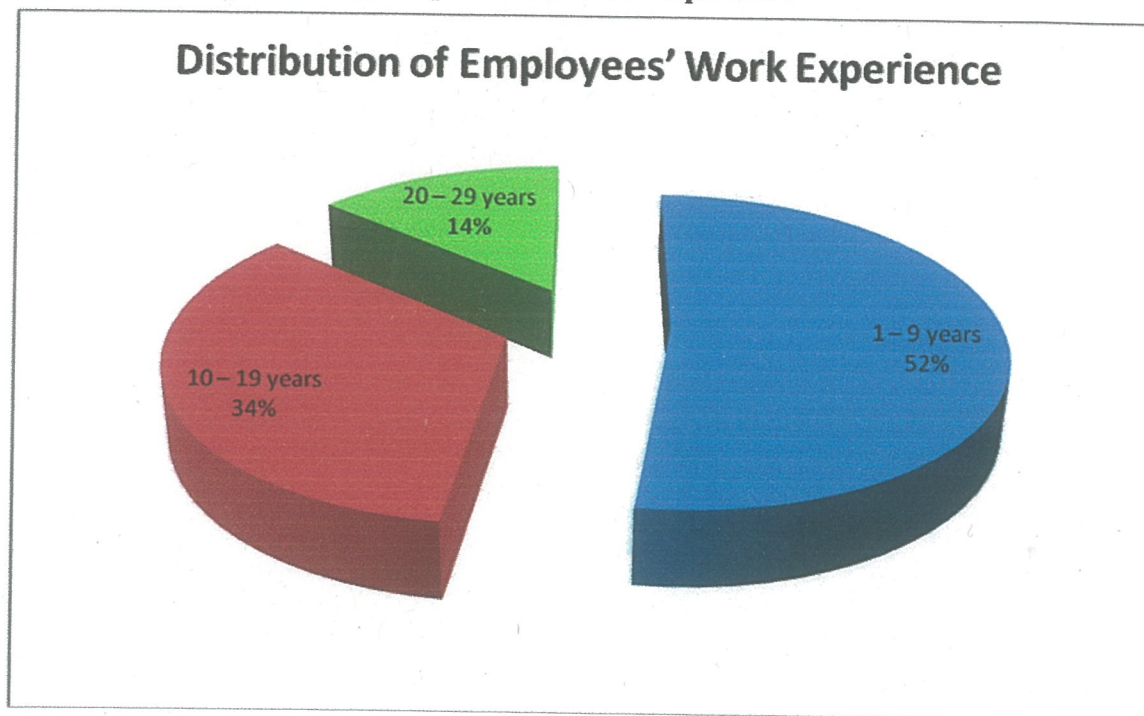
Table 5: Distribution of Employees' Work Experience

Work experience	Frequency (f)	Percentage (%)
1 – 9 years	18	52
10 – 19 years	12	34
20 – 29 years	05	14
Total	35	100

Source: Primary Data, 2015

Table 5 findings show that the study registered a total of 35 employees for the study. Out of the 35 employees, the majority (52%) had worked at the organization for a period ranging from 1 to 9 years. 34% of the respondents reported that they had worked for the organization for a period ranging from 10 to 19 years while a small percentage (14%) reported that they had for the organization for a period ranging from 20 to 29 years. These included expatriates who worked with Airtel Telecom Uganda.

Figure 4: A Graph Showing Respondent's Work Experience



Source: Primary Data, 2015

4.2 THE DIFFERENT CORPORATE IMAGES USED BY CORPORATE COMPANIES TO BUILD COMMUNICATION STRATEGIES AND RETAIN CUSTOMERS

The first research objective was to analyze the different corporate images used by corporate companies to build communication strategies and retain customers. At this point, respondents were tasked to reveal the different kinds of corporate images used at their company Airtel Telecom Uganda and their arguments were tabulated below:

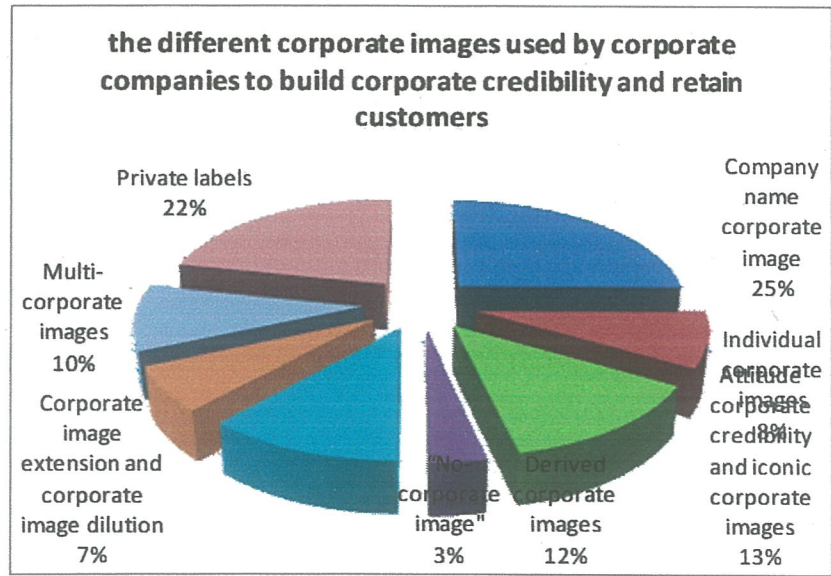
Table 5: the different corporate images used by corporate companies to build communication strategies and retain customers

the different corporate images used by corporate companies to build communication strategies and retain customers	Frequency (f)	Percentage (%)
Company name image	15	25
Individual corporate images	5	8.3
Attitude communication strategies and iconic corporate images	8	13.3
"No-corporate image"	2	3.3
Derived corporate images	7	11.7
Corporate image extension and corporate image dilution	4	6.7
Multi-corporate images	6	10
Private labels	13	21.7
Total	60	100

Source: Primary Data, 2015

From the above table, the study found out that respondents interviewed were of the view that the most outstanding types of corporate images used by corporate companies to build communication strategies and retain customers was company name image as according to 25%. According 13.3% of the respondents, attitude communication strategies and iconic was another type of corporate images used by corporate companies to build communication strategies and retain customers. 21.7% of the respondents were of the argument that private labels were another important kind of corporate image utilized in companies especially Airtel Telecom Uganda. 11.7% of the respondents were of the argument that another corporate image used by corporate companies to build communication strategies and retain customers was derived corporate credibility, 10% of the respondents argued that multi corporate images was another kind of important corporate image used at Airtel Telecom Uganda to retain customers, 8.3% of the population studied lamented that a very important kind of corporate image today is individual corporate image. Corporate image extension and corporate image dilution was cited by 6.7% of the population study. The minority of respondents 3.3% were of the opinion that no corporate image were yet another type of corporate images used by corporate companies to build communication strategies and retain customers although in Uganda that is a very are corporate image. This information was later graphically represented as seen in the figure below;

Figure 5: A pie chart showing the different corporate images used by corporate companies to build communication strategies and retain customers



Source: Primary Data, 2015

4.3 THE SEVERAL WAYS OF ENHANCING A COMPANY'S CORPORATE CREDIBILITY

The second research objective was to investigate the several ways of enhancing a company's corporate credibility. The respondents were asked to reveal some of the several ways of enhancing Airtel Telecom Uganda's communication strategies and below were their arguments.

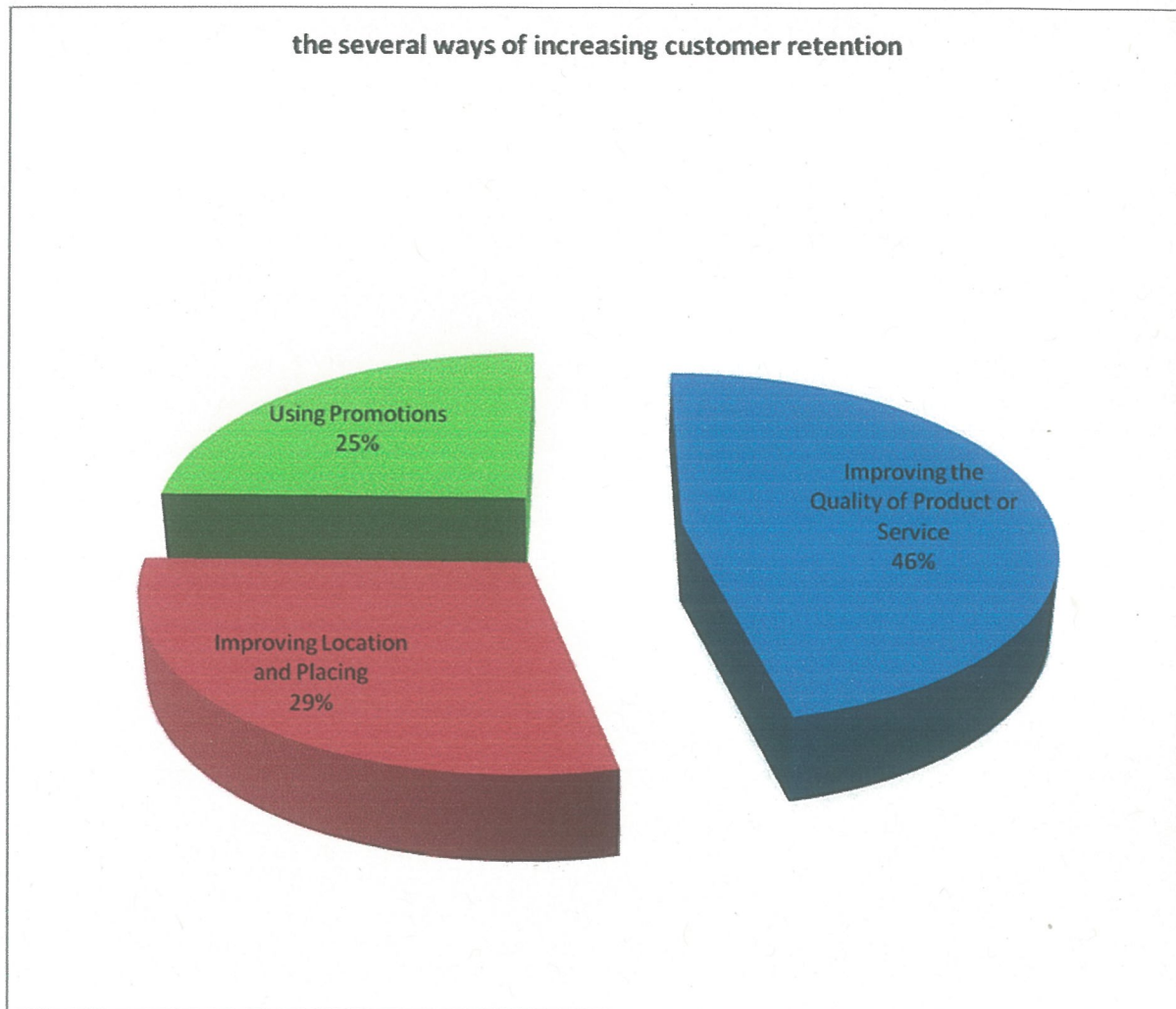
Table 6: the several ways of increasing organization image building

the several ways of increasing organization image building	Frequency (f)	Percentage (%)
Improving the Quality of Product or Service	19	32
Improving Location and Placing	12	20
Using Promotions	10	17
Total	60	100

Source: Primary Data, 2015

The results in table 6 show that according to the majority of respondents 32% suggested that improving the quality of product service is a major way of enhancing Airtel Telecom Uganda's corporate credibility. 20% of the respondents were of the argument that by improving the location and placing of the firm will enhance Airtel Telecom Uganda's corporate credibility. Using promotions as a way of communication strategies and organization image building of a company was cited by the minority of the respondents who were 17% of the entire population studied.

Figure 6: A Pie Chart showing the several ways of increasing organization image building



Source: Primary Data, 2015

4.4 THE CONSIDERATIONS TO BE TAKEN WHEN BUILDING CORPORATE CREDIBILITY

The third and last research objective of the study was to establish the considerations to be taken when building corporate credibility. The respondents were tasked to identify the different considerations that need to be taken when building communication strategies for Airtel Telecom Uganda. Their argument and ideas were tabulated as seen in the table below;

Table 7: The considerations to be taken when building corporate credibility

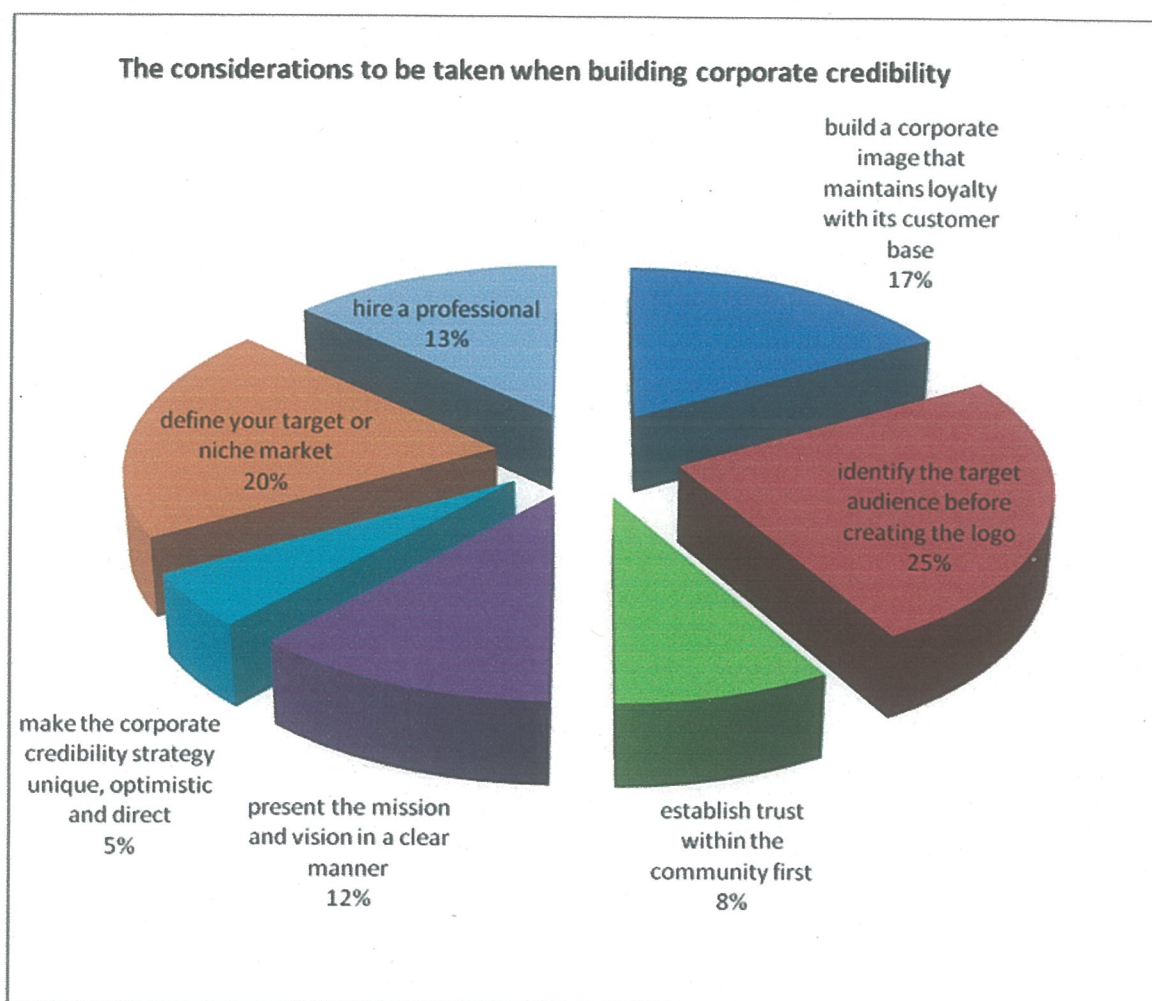
The considerations to be taken when building corporate credibility	Frequency (f)	Percentage (%)
build a corporate image that maintains loyalty with its customer base	10	16.7
identify the target audience before creating the logo	15	25
establish trust within the community first	5	8.3
present the mission and vision in a clear manner	7	11.7
make the communication strategies strategy unique, optimistic and direct	3	5
define your target or niche market	12	20
hire a professional	8	13.3
Total	60	100

Source: Primary Data, 2015

The results in table 7 show that respondents were aware of some of the considerations that could be taken when building communication strategies for Airtel Telecom Uganda and some cited building a corporate image that maintains loyalty with its customer base as according to 16.7% of the respondents while 25% of the respondents were of the argument that identifying the target audience before creating the logo. 8.3% of the respondents suggested that Airtel Telecom Uganda should establish trust within the community first in order to have a convincing corporate image for its clientele base, 11.7% of the respondents argued that Airtel Telecom Uganda should present the mission and vision in a clear manner, 5% of the respondents advised Airtel Telecom Uganda to make the communication strategies strategy unique, optimistic and direct to its clients, while 20% of the respondents argued that Airtel Telecom Uganda should define their target or niche market whereas according to 13.3% of the

respondents argued that Airtel Telecom Uganda could hire a professional to take care of the communication strategies image type. This analysis was further represented in the following figure below;

Figure 7: A pie chart showing the considerations to be taken when building corporate credibility



Source: Primary Data, 2015

4.4 CHALLENGES OF CORPORATE IMAGE BUILDING

The challenges attributed to corporate image building is defined by the changing market and the attributes that directly relate to the specific dynamics in the company's operations. These are operational characteristics which would hinder ideal service delivery and specific success attributes.

Branding takes the products and services out of the quagmires of generic obscurity and into the light of “first thought” awareness.

There is no doubt that salespeople and marketing strategies are instrumental in the business success but far too many businesses underestimate the importance of branding in the promotion of themselves.

Building image recognition for the business helps develop public trust and cements your company’s reputation as a credible and reliable figure in the market. However, without proper support framework in the industry then there would be no notable success and would indicate that failure would be imminent.

Table 8: The challenges attributed to image building

The challenges of corporate image building	Frequency (f)	Percentage (%)
Poor leadership	15	25
Lack of interest among employees	10	16.7
Poor business practices	5	8.3
Shift in branding tactics	11	18.3
Challenges in technology	7	11.6
The sophistication of buyers	12	20
Total	60	100

Source: Primary data

From table 8 above, there are core factors including poor leadership that constitute 25% of the respondents, lack of interest among employees, 16.7% and the sophistication of employees with 20% indicating that specific dynamics in the company affect the overall branding. This evidences the critical factors that affect the overall image building.

5.2 CONCLUSIONS

The conclusions of the study were made in reference to the research questions of the study:

The first research question was; what are the different corporate images used by corporate companies to build communication strategies and retain customers? The study concluded that the most outstanding types of corporate images used by corporate companies to build communication strategies and retain customers were among others; company name images, attitude communication strategies and iconic corporate images, private labels, derived corporate credibility, multi corporate images, individual corporate image, corporate image extension and corporate image dilution and no corporate image.

The second research question was; what are the several ways of enhancing a company's corporate credibility? The results concluded that the best ways to enhance corporate image at Airtel Telecom Uganda were among others; improving the quality of product service, improving the location and placing of the firm and using promotions as a way of communication strategies and organization image building of a company.

The third and last research question of the study was; what are the considerations to be taken when building corporate credibility? The results concluded that some of the considerations that could be taken when selecting a corporate image for Airtel Telecom Uganda were: corporate images maintain loyalty with its customer base, identifying the target audience before creating the logo, establishing trust within the community first, present the mission and vision in a clear manner, make the communication strategies strategy unique, optimistic and direct to its clients, defining their target or niche market and hiring a professional to take care of the communication strategies image type among other considerations.

5.3 RECOMMENDATIONS

Airtel Telecom Uganda should have a quality corporate image that can ensure that they have that edge over their competitors; they can also make sure that they have the potential of charging a higher price, which would lead to a greater profit margin.

Airtel Telecom Uganda needs to get their location right depending on who they are aiming at as this is important due to convenience. The easier they are to get to, or the easier it is to contact them, buy from them, whatever depending on what they do, will affect their corporate image. People want to be able to buy their product or use their service easily, without too much trouble.

Promotion can help improve their corporate image greatly. This is because they can make people believe things about their company. With promotion and marketing they can tell people why they are a great business, why they deserve customers and what they will do for them. Promotion was a great tool to get across what they want to get across, and this will make it the most important aspect of building a corporate image for Airtel Telecom Uganda.

Given the importance of the stakeholders featured in the present study, future researches should be aimed to a deeper understanding of how a goodwill relationship with the earlier purchasers in addition to a positive corporate reputation could facilitate not only the decision to resume as a customer, but to retain them. As a second insight in future similar studies is suggested that the researcher undertakes a deeper ethnographic study having a physical immersion in the organizational culture to gain a closer observation and approach to the phenomenon from inside.

More qualitative research is needed to identify and measure the gaps between the corporate goals and the internal understanding of them, as well as the internal expectations, in order to develop conclusions linking those findings with the image perceived by the external stakeholders. Thus, also the internal constituencies' retention must be considering equally valuable and profitable within the business context.

5.4 AREA FOR FURTHER RESEARCH

For the purposes of future research there should be more studies to investigate the role of corporate credibility in the retention of customers for multimillion companies like Airtel-Uganda. The objective of this further research was to fill the gaps left by this researcher in the due course of this study.

REFERENCES

- American Marketing Association Dictionary. Retrieved 2011-06-29. The Marketing Accountability Standards Board (MASB) endorses this definition as part of its ongoing Common Language: Marketing Activities and Metrics Project.
- Birkin, Michael (1994). "Assessing Communication strategies Value," in Communication strategies Power. ISBN 0-8147-7965-4
- Diller S., Shedroff N., and Rhea D (2006) Making Meaning: How Successful Businesses Deliver Meaningful Customer Experiences. New Riders, Berkeley, CA,
- Fan, Y. (2002) "The National Image of Global Corporate credibilitys", Journal of Communication strategies Management, 9:3, 180-192, available at Brunel.ac.uk
- Gregory, James (2003). Best of Corporate credibilitying. ISBN 0-07-140329-9
- Holt, DB (2004). "How Corporate credibilitys Become Icons: The Principles of Cultural Corporate credibilitying" Harvard University Press, Harvard MA
- Klein, Naomi (2000) No logo, Canada: Random House, ISBN 0-676-97282-9
- Kotler, Philip and Pfoertsch, Waldemar (2006). B2B Communication strategies Management. ISBN 3-540-25360-2.
- Kunde, J., (2002) Unique Now... or Never: the Communication strategies Is the Company Driver in the New Value Economy, Financial Times/Prentice Hall. London
- Martins, Jose Souza (2000) The Emotional Nature of a Corporate credibility: Creating images to become world leaders. Brazil: Marts Plan Imagen Ltda.
- Matt Heig, Communication strategies Royalty: How the World's Top 100 Corporate credibilitys Thrive and Survive, pg.216

Miller & Muir (2004). The Business of Corporate credibility, ISBN 0-470-86259-9.

Muji communication strategies strategy, Muji corporate credibility, no name communication strategies - VentureRepublic

Paul S. Richardson, Alan S. Dick and Arun K. Jain "Extrinsic and Intrinsic Cue Effects on Perceptions of Store Communication strategies Quality", Journal of Marketing October 1994 pp. 28-36

Philip Kotler (2004). "Marketing Management", ISBN 81-7808-654-9

Schmidt, Klaus and Chris Ludlow (2002). Inclusive Corporate credibility: The Why and How of a Holistic approach to Corporate credibility's. Basingstoke: Palgrave Macmillan, ISBN 0-333-98079-

Tan, Donald (2010). "Success Factors In Establishing Your Corporate credibility" Franchising and Licensing Association.

Tom Peters (August 1997). "The communication strategies Called You". Fast Company (Mansueto Ventures LLC.) (10): pp. 83.

Wernick, Andrew (1991). Promotional Culture: Advertising, Ideology and Symbolic Expression (Theory, Culture & Society S.), London: Sage Publications, ISBN 0-8039-8390-5

APPENDICES:

APPENDIX 1: RESEARCH QUESTIONS

Dear respondent;

I am **CHEBET SEREM**, a student at Kampala International University carrying out research titled “**COMMUNICATION STRATEGIES AND ORGANIZATION IMAGE BUILDING IN AIRTEL TELECOM UGANDA.**” I therefore kindly request you to answer the following questions as your response was treated with the highest degree of integrity. Thank you.

SECTION 1: PROFILE OF RESPONDENTS

1.1 Name of respondents (option)

.....
.....
.....

1.2 Age:

.....
.....
.....

1.3 Sex

Male ☐
Female ☐

1.4 Level of education

Certificate ☐
Diploma ☐
Degree

Masters

☐☐

SECTION 2: COMMUNICATION STRATEGIES AND ORGANIZATION IMAGE BUILDING

1. What is your portfolio/ relationship with Airtel Telecom Uganda (U) Ltd.?

(i) Top Management Staff

☐

(ii) General Employee

☐

(iii) Field Staff

☐

(iv) Public Relations Department Officers

☐

Others, and mention

2.) For how long have been in this business position?

a) Less than 5 years

☐

b) Between 5 and 10 years

☐

c) More than 10 years

☐

3. Does Airtel Telecom Uganda have communication strategies?

a) Yes

☐

b) No

☐

If yes, how is it managed?

.....
.....
.....

5. Which kinds of communication strategies do you know of?

.....
.....
.....

6. Does communication strategies have an effect on organization image building of Airtel Telecom Uganda products?

Yes

☐

No

☐

If yes please explain how?

.....

.....

.....

7. Is there a correlation between communication strategies and organization image building at Airtel Telecom Uganda?

a) Yes ☐

b) No ☐

8. If yes, describe this link?

.....

.....

.....

9. Are there any considerations that need to be taken when building communication strategies for a company?

Yes ☐

No ☐

10. If yes, please suggest the most important three?

(i).....

(ii).....

(iii).....

11. Has Airtel Telecom Uganda benefited from having a corporate image?

Yes ☐

No ☐

If yes please explain how?

.....

.....

.....

12. Could you suggest any problems Airtel Telecom Uganda experiences in communication strategies management?

.....
.....
.....

13. Can you suggest any other ways of mitigating these challenges?

.....
.....
.....

14. Please suggest ways of improving Airtel Telecom Uganda's image building performance.

.....
.....
.....

APPENDIX II

QUESTIONNAIRE

Dear respondent,

An academic study is being conducted on the patterns of communication strategies and image building at the Airtel telecom is of the interest of the researcher. In your position as the CEO, you have useful information to contribute to the success of the study. You can readily contribute this information by answering the questions in this instrument. All the information given was treated confidently for purely academic purposes.

Thank you for your cooperation

BIO DATA

- i. District(Specify please)
- ii. Designation: Managing Director Other
(specify).....
- iii. Age (a) 18-25 yrs (b) 26-35yrs (c) 36-45 yrs (d) 45+
- iv. Period spent on the job in terms of years
- <1 ☐ 1-3 ☐ 4-6 ☐ 7-9 ☐ 10+ ☐
- v. Qualification
Diploma ☐ degree ☐ PHD ☐ Masters ☐
- vi. Marital status
Single ☐ Married ☐ Divorced ☐
- vii. Religion
Catholic ☐ protestant/Anglican ☐ Muslim ☐ Others ☐

Answer the following questions as concisely and honestly as possible

1. (a) Is it true that for one to lead a company to desired performance, inborn leadership ability is necessary?

Yes ☐

No ☐

(b) If no, why?

.....

.....

.....

.....

2. (i) If yes, answer the following questions:

Has such ability helped you to play your role of leading the company?

Yes ☐

No ☐

(ii) If no, why?

.....

.....

.....

.....

(iii) If yes, explain how it has helped you to achieve desired company's performance.

.....

.....

.....

.....

3. As the Managing Director, use the scale below to show how each of the following contributed to your ability to lead the Company to desired performance.

Scale: Very much (VM), Much (M), moderate (Mo), Not much (NM), Not very much (NVM)

VM M Mo NM NVM

a. Being intelligent

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

b. Self confidence

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

6. (a) Do you think employees are more effective at work when you instruct and command them to do so than when you simply ask them to?

Yes

☐

No

☐

(b) Elaborate your choice in (6) above.

.....

.....

.....

7. (a) Would you buy the view that listening to staff and customers ideas and leading according to them simply comprises your position as a CEO?

Yes

☐

No

☐

(b) Elaborate your answer in (a) above.

.....

.....

.....

.....

8. (a) Can you push for realization of set company goals without adequate subordinate facilitation/funding?

Yes

☐

No

☐

(b) Support your answer in (a) above.

.....

.....

.....

.....

9. (a) Do you think you would have led the company to better performance if there was no competitors?

Yes

☐

No

☐

(b) Support your answer in (a) above.

.....

.....

10. (a) Would you subscribe to the view that when subordinates show enough maturity as far doing assigned tasks is concerned, they can be left to pursue desired company performance with you providing minimum leadership?

Yes ☐

No ☐

(b) Support your answer in (a) above.

.....

.....

11. (a) Do you think that as a Chief your relationship with customers and staff members can affect the company's reputation?

No ☐

Yes ☐

(b) Support your answer in (a) above.

.....

.....

.....

12. (a) Is it true that one does not need to closely supervise staff members in order for them to perform as desired?

Yes ☐

☐ N