

**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**



**ASSESSMENT OF INTEGRATED CORPORATE  
COMMUNICATION**  
**(IN CASE OF ADDIS ABABA SMALL AND MEDIUM  
MANUFACTURING CLUSTER DEVELOPMENT  
CORPORATION)**

**BY**  
**HAFTOM REDAE BERHE**

**JUNE, 2020**  
**ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY,  
SCHOOL OF GRADUATE STUDIES IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD  
OF THE DEGREE OF MASTER OF MARKETING  
MANAGEMENT**


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## DECLARATION

I, the under signed, declare that this thesis is my original work, prepared under the guidance of AsfawYilma (PhD).All sources of material used while working on this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any type of degree.

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## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

ASFAW YILMA (PHD)

\_\_\_\_\_

Advisor

Signature and Date

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## **ACKNOWLEDGEMENTS**

I would like to give thanks to the many beings and the one entity that helped me complete this research. I thank my Advisor, Asfaw Yilma (PHD) in helping me keep on the right track, understand and to properly use the necessary steps throughout the content and the context of this research.

I would also like give a huge gratitude to my beloved wife in case of no hesitation to give me enough time, a great scarification of my kids in great love of their father, un-believable understanding of me to focus on my study. Of overall, I thanks to my God and my beloved mom.



## **ACRONYMS**

<b>ICC:</b>	Integrated Corporate Communication
<b>SIB:</b>	Strategy-Identified-Brand
<b>GR:</b>	Government Relation
<b>PR:</b>	Public Relation
<b>CEO:</b>	Chief Executive Officer
<b>GSU:</b>	Georgia State University
<b>SPSS:</b>	Statistical Package for Social Science
<b>KAB:</b>	Knowledge Attitude and Behavior
<b>GR:</b>	Government Relation
<b>SBU:</b>	Strategic business units

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## **ABSTRACT**

The research paper assesses integrated corporate communication in case of Addis Ababa city government of small and medium manufacturing industry cluster Development Corporation and presents the assessment result. The main purpose of the assessment focuses whether the integrated corporate communication as a system is implemented in the corporation or not, if not what are the main handicaps? This was chocked by gathering the required data through self-administered structured questioners. The study used primary and secondary data. To go through the research descriptive research method design has been the mechanism. Based on the small and medium manufacturing industry cluster Development Corporation's structure of cluster branches in four different sub cities, stratified random sampling method was used. A statistical package for social science (SPSS) computer program was used to process the collected data. The results showed that, practicing futures of integrated corporate communications have been concluded that the corporation has a weak dysfunction; the corporation has a problem in implementing integrated corporate communication, due to the main constraints of mainly due to mind set, Structure of organization, managerial ability and the leaders response in practicing integrated corporate communication as a system was found, they did not have parallel management Of the communication of stockholders, customers and the corporation. From all these more improvement and dedication is needed in implementing integrated corporate communication with in the corporation.

**Key words: Integrated corporate communication; vertical and horizontal communication; internal and external communication; layers of management**

# **CHAPTER ONE**

## **INTRODUCTION**

This introductory section presents an overview of the entire study, i.e. background of the study, statement of the problem, research question, research objective, scope and limitations of the study, significant of the study and organization of the study.

### **1.1 Background of the Study**

Organizations are networks of people who communicate with each other. In all organization, communications flow vertically and horizontally, internally and externally, formally and informally, linking employees internally to each other, to various layers of management, and to the many external resource-holders of the organization. Not all of the communications in an organization are work related, nor are they necessarily relevant to fulfilling organizational objectives. All communications, however, influence to some extent the perception of participants and observers about the organization and its activities, and so affect the organization's image, s and reputation. A corporate communication structure describes a vision of the way in which an organization can strategically orchestrate all types of communication (Van Riel & Fombrun, 2007).

Corporate communication spreads its tentacles throughout and beyond the organization. Defining and delineating its boundaries is difficult and can be arbitrary. Overlaps exist between corporate and marketing communications and arguments are rife as to which subsumes the other. Some of the debate is semantic and superfluous. Others aspects are borne out of the development of 'functional silos' (Schultz, 1993). What is not contested is the multifarious nature of corporate communication and in recent years a spotlight has turned towards a deeper understanding of the synergetic benefits of integrated communication. Whilst it is argued that corporate communication should be integrated, the extent of integration can vary enormously. Corporate communication activities can vary from very small, one-off, discrete pieces of communication, such as the mainlining of a corporate brochure to the development of a larger campaign which involves many promotional tools, and even to the development and coordination of multiple campaign intended to achieve a greater goal possibility over an extended time period in many countries. The need for integration and the scale of that integration becomes greater as the size

and number of campaign increase. It is necessary to determine just how important it is that all messages and images should be consistent or whether they can remain completely detached and, if so, what impact this is likely to have on total effect. Particularly sensitive times are when organizational crises occur and the corporate communication machine has to be mobilized for damage limitation and, if possible, gain positive attribution (Pickton, 2004).

The main purpose of the research as indicated on the title “assessment of integrated corporate communication in the case of small and medium manufacturing cluster Development Corporation” was that after assessing the situation, it was expected to propose the solutions for the gaps and which offers insightfulness for further research due to the longitudinal nature of the research.

## **1.2 Statement of the Problem**

In its simplest form, integrated corporate communications (ICC) is the bringing together of all the integration of management communication, marketing communication and organizational communication. Based on this the small and medium manufacturing cluster development corporation needs to implement the integrated corporate communications tools to be successful.

The Addis Ababa city government of small and medium manufacturing industry cluster Development Corporation has been established as public enterprise with the regulation No. 83/2016 for two main objectives, first to provide support for industries in the small and medium manufacturing sector based on value chain to create lots of manufacturing industries in accordance with the designed economic policy and strategy so as to place Ethiopia among the countries that have middle economy. secondly to enable the manufacturing industry to work cooperatively and in competitive manner through establishing organizations and methods so as to create self-skill and market relations with in the manufacturing industry. To address these main goals the public enterprise needs to implement integrated corporate communication as a system

But due to the complex nature of the stakeholders of the corporation, that brings un- fulfillment of goals of the corporation. The research, therefore aims to assess the constraints and to identify some of the actions needed.

Hear the corporation is too young to bring such a fast success of its mission, but preconditions to its sustainable development are needed to the scientific way of implementing integrated corporate communication as principle. Owing to short establishment period of the corporation; other pre-studied documents was not easy. But the main gap what was observed is that the company has not implementing integrated corporate communication.

The research has been relied on quantitative methodologies to come up with the most comprehensive possible picture of Addis Ababa's small and medium cluster manufacturing Industry Corporation performance and constrains by assessing the integrated corporate communication.

### **1.3 Research Question**

In this section, the study was assessing organizational integrated corporate communication practices in relation with providing support for industries in the small and medium scale manufacturing sector based on value chain to create lots of manufacturing industries in accordance with the designed economic policy and strategy so as to place the country among the countries that have middle economy. Particularly, possible solutions are given for the following basic research questions:

1. Is the corporation practicing futures of integrated corporate communications?
2. What are the main constraints to implement the integrated corporate communication with in the corporation?
3. How do leaders respond to practice integrated corporate communication system?

### **1.4 Research Objective**

#### **1.4.1 General Objective**

The general objective of this study was to assess the organization's integrated corporate communication on its organization as a system.

### **1.4.2 Specific Objective**

1. To investigate the organizations system of integrated corporate communication with the organization's objectives.
2. To examine the barriers for implementing integrated corporate communication.
3. To assess the leader's initiation to implement integrated corporate communication.

## **1.5 Scope and Limitation**

### **1.5.1 Scope of the Study**

Small and medium manufacturing industry cluster Development Corporation is an organization with its head office at Gured shola, Addis Ababa Ethiopia with four clusters administration office with-in ten sub-city of Addis Ababa, and then geographic coverage of the study has been limited to Addis Ababa. Due to this reason, the research data was collected and analyzed from head office and four clusters administration branch office; therefore this study was limited to the current organization of Small and medium manufacturing industry cluster Development Corporation.

### **1.5.2. Limitation of the Study**

The large cost involved in carrying out a complete study of the Organization, the recent situation of the re-structuring of the organization which leads to possibility of biasness and dissatisfaction in the responses from the respondents; as a result which may have his own shade on the study. In addition to this time dimension perspective of the study which is clearly uses cross-sectional research design which does not in sighted into the dynamics of organization as a longitudinal design in which such a longitudinal design affords greater insight into this in the future. At last, but not least difficulties in fast internet connection to download relevant materials have been limitations to the study.



## 1.6 Definition of Terms

**Government:** Addis Ababa city government.

**City:** Addis Ababa city.

**Corporation:** Addis Ababa city government small and medium manufacturing industry cluster development.

**Cluster administration office:** cluster centers administration offices established under the corporation.

**Industry:** higher, medium, or small level manufacturing, combining and assembly organization which mostly works using motors.

**Small industry:** an industrial institution having a total capital of 101,000.00 birr (one hundred one thousand birr) up to 1,500,000.00 birr (one million five hundred thousand birr)

**Medium industry:** an industrial institution having a total capital that ranges between 1,500,001.00 birr (one million five hundred thousand and one birr) to 20,000,000.00 birr (twenty million birr).

**Manufacturing:** building which is constructed, starting from G+0, in a standard manner and used for the purpose of producing and selling the product of small and medium manufacturing industries.

**(Source: Addis Negarit Gazeta of the city government of Addis Ababa Ninth year number 83 Addis Ababa December 15/2016).**

## 1.7 Significance of the Study

Significance of this study is creating an opportunity for the organization to focus on implementing integrated corporate communication to fulfill the policy of the government by reducing un-employment. It also provides implications for practitioners and suggestions for future research. Furthermore for business-minded companies for those are striving to be successful in their business ahead by adopting integrated corporate communication concept.

## 1.8 Organization of the Study

The research paper is organized in five chapters. The first chapter deals with the introductory part which includes background of the study, statement of the problem, research question, research objective, scope and limitations, significant of the study and organization of the study.

The second chapter discusses the theoretical, empirical review of related literature and conceptual framework of the study. Research area and design of the study, data type and source of the study, sample size determination, sampling methods, data collection methods and instruments, data processing and presentation, methods of data analysis, ethical consideration are presented in the third chapter. Analysis of collected data and interpretation of the analyzed data are presented in the fourth chapter, in the final chapter; chapter five summery of findings, conclusions, are presented. Finally, references, and questionnaires were annexed.

# **CHAPTER TWO**

## **REVIEW OF LITERATURE**

### **INTRODUCTION**

This chapter presents a theoretical and empirical review of literature which is related to the research problem presented in the previous chapter. Within the context of the first part of this chapter theories and studies with regard to integrate corporate communication discusses identifying and defining Key features of integrated corporate communication, Barriers of integrated corporate communication, dimensions of Integration. The later section of this chapter discusses the empirical review and the Conceptual framework of the study.

### **2.1 Theoretical Reviews**

#### **2.1.1 Integrated Corporate Communications (ICC)**

Integrated corporate communications (ICC) is not a new concept and the simple argument for integration is that there are financial, competitive and effectiveness benefits to be achieved through the synergy afforded by the process of integration. Yet it is not easily achieved as there are many difficulties that stand in its way. As (Melewar & Jenkins, 2002). “In practice, the large variety of internal communications ‘sources’ can lead to fragmented, sometimes even contradictory, external manifestations of the company as a whole, It thus becomes clear why it is possible to observe a tendency to strive for increased mutual coherence between all forms of internal and external communication.” Integration has to be operational zed and to do so involve the development of working relationships with groups that may, in the past, have been antagonistic towards each other. ‘Elitist’ attitudes are commonplace (Pickton & Hartley, 1998) with each communications ‘specialism’ claiming greater significance over the others (Varey, 1998). For integration to succeed, the perspectives of all involved need to be viewed together but the very fragmented nature of organizations, their management and the agencies within the communications industry impose problems (Varey & White, 2000), argue for a total stakeholder perspective and the need to integrate communication activities around constituent-constituent relationships.

Success of corporate communication results when companies demonstrate their accountability on three levels: overall accountability, specialist accountability and coordinated accountability. Corporate accountability involves demonstrating the effects of corporate communication on building a favorable reputation for the entire organization.

It allows the communication structure to enforce authenticity and consistency across all management areas. A precondition for corporate accountability is being part of the dominant coalition and systematically illustrating the added value of corporate communication for the company. Having quantitative information about the organization's reputation demonstrates overall accountability. Specialist accountability involves creating protocols describing both the procedures applied and the success of criteria used at the functional level. Use of specialist scorecards to gauge their success in delivering quantitative and qualitative results with targeted audience helps spur overall success of corporate communication. Finally, companies want to demonstrate accountability around the coordination of their activities. Coordination results when all communication specialists draw on the same core elements to implement their specialized communication. It involves ensuring that the organization's communications policies are derived from the core strategy-identified-brand (SIB) triangle.

Managers who rely on SIB triangle to develop a set of common starting points that are the basis for creating functional communication plane can help create coordinated accountability. Figure 1 diagrams the link between the SIB and the corporate communication system. Starting points are specific to a company and should be developed jointly by all specialists in communication, not dictated by senior managers from a corporate head office. Starting points provide a sound basis for carrying out communication policy objectives, even within individual specialized areas of communication. Starting point create a bandwidth around which communication specialists can work, but do not imply absolute conformity or uniformity. Another way to put it is that starting points act as guidelines for all of the organization's communications. They clarify the priorities inherent in communication policy and accountability system. To work effectively with common starting points, it is recommended paying attention to two sets of considerations.

Translate the corporate strategy into common starting points that can be used for communication at both the corporate level and that business level, indicate what the organization wants to

perform to its most important internal and external stakeholders; indicate how it expects to prove it; and identify what tone of voice it wants to use to communicate messages to those audiences.

Make planes more specific by applying KAB model: specify what the organization wants target groups to know (Knowledge), to feel (Attitude) and to do (Behavior), both with respect to the entire company and with respect to the individual business unit (Van Riel & Fombrun, 2007).

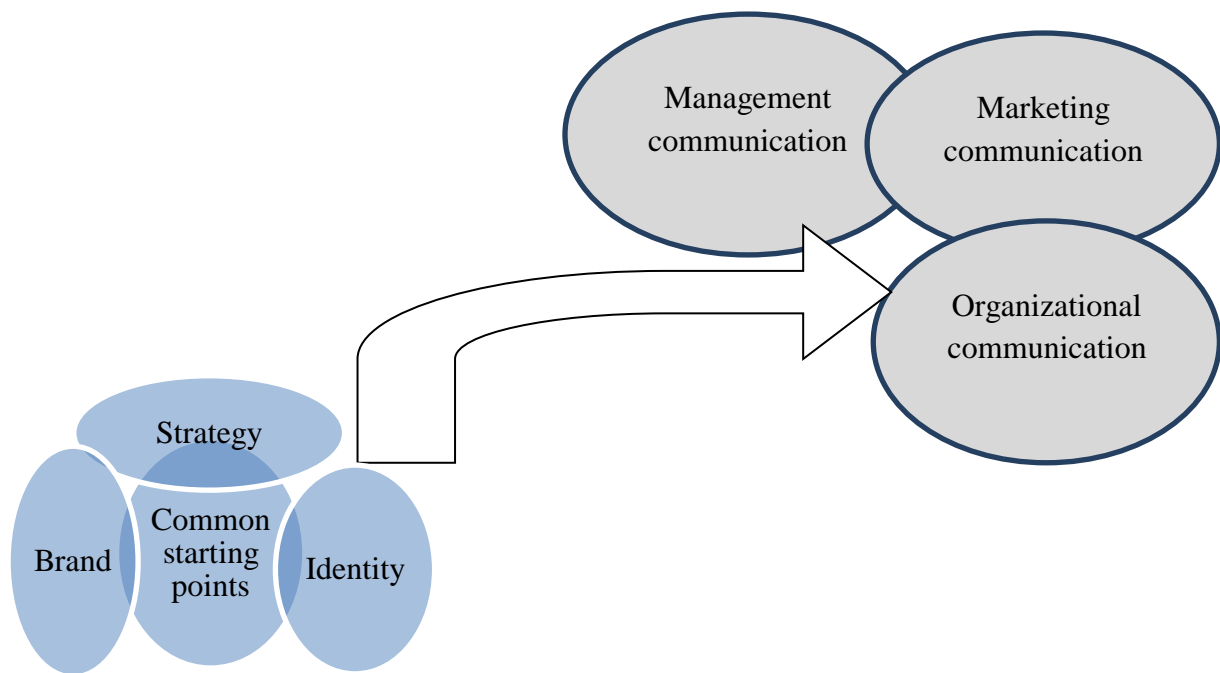


Figure 2.1 Directing communications through common starting point

Source: (Van Riel & Fombrun, 2007)

The criteria against which corporate communication should be evaluated, namely corporate reputation, helps an organization to create distinctive and appealing images with its stakeholders groups, build a strong corporate brand, and develop reputation capital, (Fombrun & Rindova, 1996). To achieve those ends, all forms of communication must be orchestrated into a coherent and success criteria developed that enables measuring the effects of the organization's communication on its reputation and value (Fombrun, Van Riel, & Van Riel, 2004) Corporate communication affects the perceptions of stakeholders about the organization's prospects, and so influences the resources that are made available to organization. Stakeholder's perception about organizations is described by different terms across disciplines. By far the most popular are the

construct of “brand”, “image”, and “reputation.” Differences between them are relevant, not for reason of academic purity, but because they represent different points of view and their pragmatic implications vary. Communication specialists should understand how their colleagues in different departments think about these matters since they are called upon to interface directly on strategic issues. Understanding one another is crucial if an effective dialogue is to result, and if a consistent form of corporate communication is to develop in the organization. Regularly launch strategic changes in direction and structure to enhance their competitiveness. When companies embark on such radical changes, whether they are promoted by new CEO appointments or by related diversifications, mergers, asset sell-offs or global expansion, managers are generally confronted with questions of organizational “identity” and “identification” questions that require addressing “who we are”, “what we stand for”, “what is our core purpose”, and “what does it mean to be involved in this company?”

Answers to these questions are fundamental to corporate communication and reputation management. They require probing closely how internal staffs and executives envision their involvement with the company. They force executives to juxtapose their internal perceptions of the company against those of other employees, and demand a dialogue between internal views of the company, the claims the company makes about itself to outsiders and the views that external parties hold about the company. Rarely do internal and external views coincide, nor is there a simple answer to the question of what a company stands for.

Research suggests that perceptions of authenticity results when organizations take the time to explore core components of their identities (Fombrun et al., 2004). It begins with a process of discovery designed to unearth the “beating heart” of the company what the organization stands for at its core, what it really is. Discovery is an inside-out process initiated at the top of the organization and involves the organization in a broad dialogue about the company’s “core purpose”, its reason for being. Not all features of a company’s emerge that reflects those identity elements that the company wishes to endorse and emphasize. Often they are reflections of historical accident; increasingly they are strategically selected by senior executives seeking to implement key business objectives. Gaining adherents to these shared identity elements requires a process of internal expression targeted, first, to employees, then to outside stakeholders. A company will never be perceived as authentic if its employees don’t believe and express the

company's shared values in their day to-day interaction with customers and suppliers, investors, and the public. Employees must "sing in harmony", as it were. A company with a strong identity generates identification.

People want products because they want the experience bringing service which they hope the product will render, "Experience marketing cannot be selectively applied it must be conveyed holistically, (Scholten, 2007). To be convincing, the company must convey its reputation platform, not only by telling convincing stories, but by conveying those stories through experience that the breath life in to the reputation. When a company does it well, customers will, recognize the company as an authentic, and confer trust and reputation upon it. And that is effective marketing.

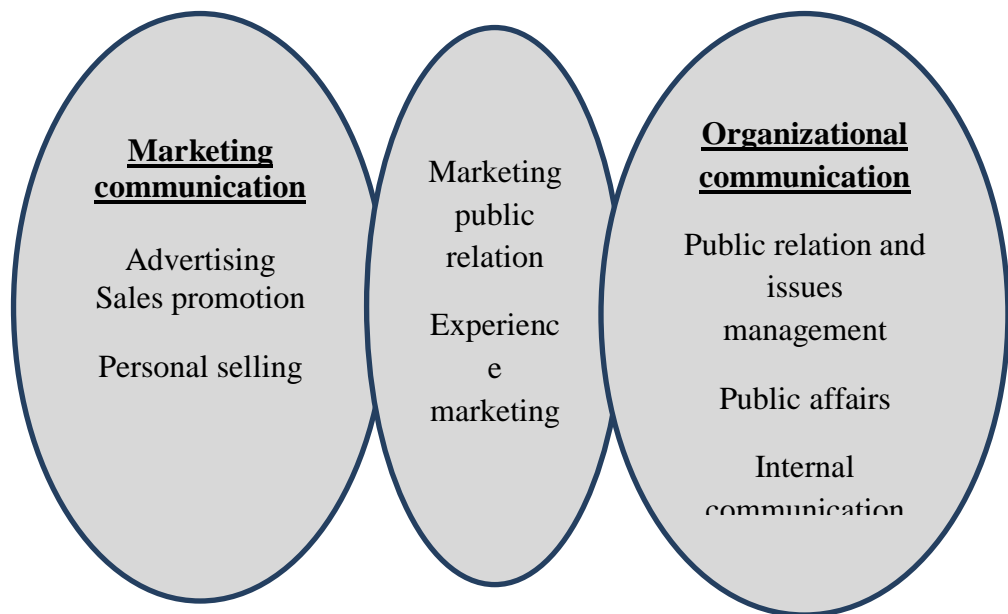


Figure 2.2 overlap between marketing and organizational communication

Source: (Van Riel & Fombrun, 2007)

## **Government relation: handling public affairs**

One of the most powerful and delicate stakeholders companies have to interface with is government- the network of regulations, legislators, elected officials, and appointed representatives that constrain, control, tax, review, delay, authorize, punish, and otherwise maintain oversight of the activities of the private sector. Government relations describes the set of professionals who have specialized in this area in recent years, a field that is often referred to as “public affairs” of its implicit focus on topics of widespread public interest. (Harris & Moss, 2001) describes government relation as “the management of the often complex external relations between the organization and an array of government and non- governmental stakeholders groups.” (Boutilier, 2017) views the role of the government relation (GR) specialist as the management of strategic issues: “the strategic approach to situations which constitute either an opportunity for the company or a threat to it, and which are connected with social and political changes, formation of public opinion, and political decision making.” To most people, government relation and public affairs are synonymous with “lobbying”. A pejorative connotation is often attached to the term “lobbying” when it is interpreted as being a secretive, behind the scenes activity through which companies try to manipulate the political agenda to their (Boutilier, 2017) advantage, using illicit means, such as the purchase of “favours”. A different view of GR is advanced by those who advocate a view of lobbying, not as an illegitimate form of “strong-arming”, but as a legitimate effort to provide balance information to otherwise uniformed officials responsible for making policy decisions. In this interpretation, GR specialists are charged with ensuring that the opinions of the private sector are appropriately delivered to government decision makers. Consistent with this view, (Van Schendelen, 1993) defines lobbying as: “the informal exchange of information with public authorities, as a minimal description on the one hand, and as trying informally to influence public authorities on the other.” In practice, GR plays an important function for many companies, not only through lobbying (a process that principally revolves around the legislative process), but through the regulatory function. Energy companies, utilities, telecom operators, pharmaceutical companies, financial firms-all have significant interaction with regulators and have to deal with oversight from specialized government agencies. Research on effective lobbying suggests a number of “best practices” GR specialists should apply:



Personal relation: a key requirement for effective functioning is the development of sustained, personal relationships between GR specialists and the regulators, politicians, and staffs who work on specific issue. Personal and frequent contact is the best means of communication with these influential decision-makers and trust is the foundation on which the relationship should be built.

Appropriate timing: the regulatory process involves a complex meshing of dates and decisions, with long “dead period”, and a rash of overlapping and interdependent cycle in which legislations introduced and debated, and regulations are voted on and passed. The GR’s role is to make sure that decision-makers have relevant information provided to them in a timely fashion at appropriate stages.

Objectivity: decisions-makers have to be convinced that they are receiving information that is objective, scientific, relevant, and relatively free of bias. Hence the growing importance for GR specialists to partner or affiliate with strong third-party endorsers whose credibility can help to guarantee the objectivity of the information being brought to bear.

Clearly the GR specialist has to be skilled in both the art of relationship management, and in the techniques and knowledge base of a specialized domain relevant to the issues the company is concerned about influencing.

Scientific skill, specific skills required for the execution of the function, and specific skills needed to carry out fieldwork and persuasive to targeted legislators (Schendelen, 2002). Table 2.1 below suggests three sets of skill that the GR specialist should possess:

**Table 2.1 Profiling the GR specialist**

<ul style="list-style-type: none"><li>I. Scientific abilities<ul style="list-style-type: none"><li>1. Technical knowledge about industry topics,</li><li>2. Descriptive and analytical capacities</li><li>3. An ability to put things into perspectives,</li><li>4. A critical way of thinking.</li></ul></li><li>II. Specific preparatory skills<ul style="list-style-type: none"><li>2. Knowledge of political development</li><li>3. Firm understanding of the organization and its strength and weakness,</li><li>4. Pragmatic efficiency</li></ul></li><li>III. Specific skills needed in the field<ul style="list-style-type: none"><li>a) Ability to make a connection between preparatory work and field work,</li><li>b) Diplomatic skills,</li><li>c) Curiosity for development in related areas,</li><li>d) Strong involvement with the company's multiple stakeholders.</li></ul></li></ul>
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**Source: (Van Riel & Fombrun, 2007)**

Cities around the world derive economic development and structural transformation but in Africa the effect lags. Africa's fast urbanization has not been matched by structural transformation. International evidences show how cities improve economic productivity. As economic activity agglomerates, firms can meet their requirements for inputs from a variety sources; access a wide range of service and infrastructure; and spark innovation through the exchange of ideas. Growing agglomeration in cities leads to economic scales, rising productivity in nonagricultural sectors. All industrialized countries have gone through this process urbanization. Africa's high rate of urbanization with more than 50 percent of its population expected to be living in cities by 2040, (ENABLERS). These needs an organized governmental and privet sectors that holds the economic and unemployment population. It is based on this prediction, the Addis Ababa small and medium manufacturing industry cluster Development Corporation established.

The main structural changes has been a reduced in agriculture's share of output and commensurate a rise in the service sector. As a result, African countries are becoming low-value-added service economies even before they have industrialized- experiencing premature deindustrialization (Rodrik, 2015).

Recent World Bank research on spatial development, (Awortwi & Dietz, 2019) shows that African cities are crowded, disconnected, and costly with poorly functioning land markets and ill-coordinated infrastructure investment, as long as African cities lack functioning land markets and regulation and early, coordinated infrastructure investment, they will remain local cities trapped into producing only locally traded goods and service which is the main problem of Addis Ababa's small and medium manufacturing industries.

Worldwide, improved economic performance in cities has typically involved strategic leadership and action from policy makers. The World Bank's global research on competitive cities identified four drivers of competitiveness that successful cities invest in: (1) institution and regulation (2) infrastructure and land, (3) skill and innovation, and (4) enterprise support and finance (Zeng, 2015). Successful cities were also found to have strong political leadership that spearheads a collective effort toward economic development, in partnership with the private sector, and sets a clear vision for the success of prominent economic subsector.

The government of Ethiopia second growth and Transformation plan (GTP2) promotes industrialization as a main national policy objective, and urban areas will play a major role. GTP2 aims to use industrial development and structural transformation to create opportunities for workers who migrate out of less productive sectors, like small-scale agriculture, to employment in higher-value occupation, most of which are based in Ethiopia's urban centers. The plan recognizes the importance of proactive management of urban centers and emphasizes increasing job opportunities in cities mainly through supporting manufacturing development.

The Addis Ababa city Administration's GTP2 strategy (2015-2020) aims to promote its role as an industrial center. The city's GTP2 aims to producing more skilled human resource; support technology transfer and innovation; improve productivity; build infrastructure; increase investment; develop micro, small, medium enterprises; and organize internal process. A main objective is to improve productivity and competitiveness by increasing manufacturing capacity

focus to medium value-added manufacturing industries. Several subsectors have been prioritized for development: (1) leather and leather products, (2) textile and garment, (3) agro-processing, (4) construction, (5) chemicals and pharmaceuticals, and (6) metal engineering.

More recently, the government of Ethiopia developed the National Urban Development Spatial Plane, which seeks to reduce the primacy of Addis Ababa and promote a more polycentric system of cities. Addis Ababa is a primate city-with a population over eleven times bigger than the second largest city. Based on this the government is working toward a vision of a more polycentric system that leads to the growth and development of other secondary cities in order to promote more equitable and balanced urban and regional development. The system is envisaged to provide services for rural areas, avoid excessive congestion along the main transportation corridors, and offer platform on which to build balanced regional development.

### **2.1.2 Key features of Integrated Corporate Communication**

In its simplest form, integrated corporate communication is the bringing together of all relevant corporate communication activities. However, this belies the rather more complex and significant managerial implications of integration that affect the entire organization relations together with its relationship with its communication agencies and external audience. (Markwick & Fill, 1997) recognized these implications when he described corporate communications as the integration of management communication. What, then, might integrated communications incorporate? Table 2.2 provides some suggestions

**Table 2.2 Feature of Integrated Corporate Communications**

- I. Clearly identified corporate communications objectives that are consistent with other Organisational objectives.
- II. Planned approach which covers the full extent of corporate communications activities in a coherent and synergistic way.
- III. Coverage of a range of target audiences embracing all relevant stakeholders and publics.
- IV. Effective management of all forms of contact which may form the basis of corporate Communications activity.
- V. Effective management and integration of all communications activities and people involved.
- VI. Identification and recognition of the impact of all product/brand communications on corporate communications efforts.
- VII. Exploitation of a range of promotional tools - all elements of the communications mix including personal and non-personal communications.
- VIII. Use of a range of messages - brand (corporate and products) propositions should be derived from a single consistent strategy. This does not necessarily imply a single, standardised message. Integrated corporate communications effort should ensure that all messages are determined in such a way as to work to each other's mutual benefit or at least minimise incongruity.
- IX. Use of a range of media - defined as any 'vehicle' able to transmit corporate communication messages and not just mass or printed media.

Source: (Pickton & Hartley, 1998)

The challenges to management are to assimilate the facets of corporate communications identified above in a way that appears seamless and coordinated. This is integration, or what some prefers to call 'orchestration' and 'joined-up thinking'. As it is mentioned below, any evaluation of the success or otherwise of integrated corporate communication should involve an

assessment of how well these features are brought together. While many may comment on how commonsensical is the list of features above, there remain practical difficulties in achieving their orchestration.

### **2.1.3. Barriers of Integrated Corporate Communication**

The concept of integration is warmly embraced by some but argued against by others, sometimes for what they consider to be the sheer impracticality of integration. What is indisputable, however, is the fact that the whole communication business is going through a period of change which is having a significant impact upon working practices and philosophies. Development in database technologies are encouraging and facilitating integration but as (Pickton & Hartley, 1998) have discovered there are major organizational barriers which can arise when a company attempts to move towards database managements in any significant way. There has been growth in international communications and global branding requiring a much more integrated approach. Companies have become more sophisticated in their understanding and in their demand for communications service involving the whole organization targeted towards multifarious audiences. There has been increasing awareness of brand value and brand equity and the role played by corporate reputation. Despite such impetus for integration it is not easily achieved. While the problem of integration is not insurmountable they are significant for a variety of reasons and these present barriers to the process:

#### **I. Mind set**

The mind-set built up over many years of practice has rewarded specialization and overlooked the need for, and benefits of integration has identified the fear of change and loss of control by individuals associated with the communications business. (Robbs & Taubler, 1996) have highlighted creative aversion to integration and their lack of willingness to work across the media and communication mix. (Schultz, 1993) has commented on the cult of specialization and the history, tradition and experience of companies as limiting factors to the fulfillment of integration.

Moreover, there is the question of what it is that we wish to integrate, (Pickton & Hartley, 1998) for example, have discussed the development in direct 'personal communication' and their inter-linkage with 'Non-personal communication'. Exacerbating the problem, many organizations

relegate communication activities to the tactical level and fail to appreciate their strategies significance. Any comprehensive approach to integration has to take the widest view both strategic and tactical.

## **II. Taxonomy and language**

The very taxonomy and language that is used to describe the communication mix has a detrimental effect on the integrative process. (Pickton & Hartley, 1998). The result is that we perceive and encourage the use of communications as discrete activities. Advertising, sales promotion, sponsorship, publicity and point-of-purchase communications, (Pickton, 2004) is increasingly inadequate in expressing the range of activities it seeks to describe and presents major classification difficulties. It is difficult, for example, to know where to place within the mix categories such varied activities as direct mail, product placement and endorsement, exhibitions, internal forms of communication.

## **III. Structure of organization**

The structure of organizations may make it difficult to co-ordinate and manage disparate specialisms as one entity. Organizations have typically sub-divided their tasks into sub-departments in order to cope with the magnitude of operations.

Management's response when faced with large, many faceted tasks has been to disaggregate them and give them to specialists. While project teams and cross functional assignments can help to break down organizational barriers there still remain problems of hierarchical structures, vertical communication, 'turfs battles', powers and 'functional silos', (Pickton & Hartley, 1998) in which individuals and groups are protective of their own specializations and interests. Significantly, the increasing use of database technology and systems offer new structural mechanisms for facilitating organizational integration.

## **IV. Elitism**

Not only do organizational structures encourage separatism, there is a sense of perceived elitism exhibited by individuals within each communication specialists. Public relation specialists extol their superiority over advertising specialists who likewise extol their virtues over PR, direct mail and sales promotional, etc., (Pickton & Hartley, 1998). For as long as such views are held it is

not likely that they will come as equals to the ‘communication discussion table’ to determine what is best for the total corporate communications effort.

## **V. Magnitude of Task**

It is very difficult to conceptualize the big picture and to muster organizational influences needed to achieve integration. There are many levels and dimension to integration which all pose their individual and collective difficulties. To be implemented, integrated corporate communications requires the involvement of the whole organization and its agents from the chief executive downwards. It needs consideration from the highest, corporate, strategic level down to the day-to-day implementation of individual tactical activity. Among the most significant findings from a collaborative study by Edelman Public relation Worldwide, Northwestern University and opinion Research Corporation in the sates were that the effectiveness of corporate communication was critically dependent on the level of the most senior communications executive and that there was too little corporate communication with employees (Morley, 1998).

## **VI. Manager Ability**

The need for cross-disciplinary skills creates a barrier to integrated corporate communication. The skill required is wide with few possessing the ability to master them.

### **2.1.4 Dimensions of Integration**

There are many dimensions of integration of corporate communication is to be achieved the problem must be addressed in each dimension and between the dimensions. These dimensions or elements of integration range from ensuring that the communications mix and messages are integrated and targeted towards a variety of audiences to ensuring that integration is achieved between the many individuals and organizations involved in the process. Nine dimensions in total have been identified and these will be explained in more detail shortly,

By considering the various features of integrated corporate communication identified, it is possible to summarize and represent them as different dimensions of integration. It is clear from even a casual perusal of these dimensions described below that a significant proportion of them are related to organizational issues. It may be argued that the most important implication of ICC is the impact it has on organizational structure, systems, relationships and management. Unless



these facts are addressed it is unlikely that any true sense of integration can be achieved. It is possible that organizations and their agencies are misleading themselves currently if they believe they have taken anything more than the first tentative steps towards the integration of corporate communication. The way is clear for those wish to fully embrace ICC to achieve strong competitive advantage over those who are only ‘tinkering around at the edge’. But they will only achieve this if all those involved become willing partners in the process, (Pickton, 2004).

**A. Communications mix integration-integration of the elements of the communications mix.**

Integrated corporate communications can be described as a ‘concept of corporate communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines, e.g. general advertising, direct response, sales promotion and public relations and combines these disciplines to provide clarity, consistency, and maximum communications impact’ Such a description emphasizes the roles of each communications tool and its inter-relationship with the others. Implicit within this description is the need to integrate the objectives of each communications mix element and all the media used. Media should be recognized as any medium used for the transmission of messages.

**B. Communications mix with marketing mix integration-integration of the elements of the communications mix with those of the marketing mix.**

Not only is it necessary to seek integration between the communications mix elements but, also, it is necessary to integrate these with all the other elements of the marketing mix and to integrate the objectives of them all while ensuring consistency with other organizational objectives. It should be recognized that each marketing mix element has a potential communications value. For example, the price charged, or the nature of the distribution, or the materials used in the manufacture of the product all have something to say about the brand and all have a communications impact. True integration involves integration of all marketing and communications elements.

### **C. Creative integration**

Integration of creative themes, concepts and messages across the myriad corporate communications activities.

Creative integration need not imply the development of a single theme and message although in many cases this is the preferred approach because of the advantages generated by having a single coherent message. There are occasions, however, where such an approach is not necessary, for example where there are clear distinctions between the audience groups targeted, or where there are distinctive and separate product offerings, or where there are distinctive corporate entities (strategic business units or SBUs) even if they are part of a single conglomerate corporation. What is important is recognition that themes and messages should be planned together with an understanding of the impact they may have on each other.

### **D. Intra-organization integration**

Integration of all the relevant internal departments, individuals and activities within an organization. Such integration may be achieved through restructuring or otherwise ensuring that communications between all parties are facilitated and managed. This includes the inter-linking and integration of relevant management and business objectives and the provision of resources and budgets to facilitate integrated corporate communications.

This might be described as the area of 'internal marketing'. Also included here is the internal management of all 'contacts' between stakeholder groups and the organization. Many believe this is a fundamental and distinguishing part of integrated corporate communications that can play a major role in achieving and sustaining competitive advantage.

### **E. Inter-organizational integration**

Integration with and between all external organizations involved in corporate communications on behalf of an organization.

This includes all relevant companies within a corporate organization, members of its distribution chains and the various agencies that work on their behalf, both above-the line and below-the-line. By way of facilitating this, there has been, to some extent, a growth of agencies claiming to be

‘through-the-line’ providing a full range of corporate communications services ‘under one roof’. There are arguments for and against such an approach.

#### **F. Information and database systems**

There are little dissent about the value of information and a well-managed database for integrated corporate communications. The role of database management is well recognized, “As you integrate communications you must integrate marketing activities. To integrate marketing you must integrate sales and selling, and to integrate those functions, you must integrate the entire organization. The goal is to align the organization to serve consumers and customers. Databases are rapidly becoming the primary management tool that drives the organization’s business strategy”. The foci of corporate communications are the company’s stakeholders and target audiences among whom are the consumers and customers. The more that is known about them, the more effective the organization’s communications are likely to be. Today’s databases can be very sophisticated. Computing power has created the ability to store and cross-analysis vast amounts of data such as service and sales data, all forms of transactional records, and attitudinal and behavioral data. There are many fields of data covering millions of relationships. Without this information it is unlikely that truly integrated corporate communications can exist.

#### **G. Integration of communications targeted towards internal and external audiences**

A variety of audiences, ‘publics’ and ‘stakeholders’, need to be considered within the context of a corporate communications campaign or variety of campaigns. The audience members may be both external and internal to the organization. They will represent a variety of potentially disparate groups. Integrated corporate communications need to consider the roles and impact of each in order to manage the total process successfully.

#### **H. Integration of corporate and ‘unitized’ communications**

corporate communications such as corporate identity are often perceived as separate activities to ‘unitized’ communications (e.g. product, brand, personality or trade communications) and they usually have different people responsible who act as ‘corporate guardians’. Despite the separation, organizations clearly recognize the strategic and tactical impact of corporate identity on all their other promotions.

However, some achieve this integration better than others. Some organizations use their corporate identity as the ‘umbrella’ under which they place all their brands. Other organizations choose to let their brands stand independently. Whichever the choice, the total corporate communications process has to be carefully controlled to ensure integration, consistency and clarity across all its different forms.

### **I. Geographical integration- integration across national and international boundaries.**

Geographical integration is complicated through language, religious, cultural and regulatory variations. While it may be obvious that corporate communications take different forms in different countries, language, religious and cultural variations should also be recognized within national boundaries as well, sometimes within very small geographical areas. Belgium has the French and the Flemish; Spain has the Basques and the Catalans; Malaysia has the ethnic Chinese and the Malays;

Mandarin speakers and Cantonese speakers; America has ethnic groups of many different origins. The task of successful integration and national and global branding is made significantly more complex because of these features.

A company to perform its goals successfully needs sticky integration of corporate communication by performing a strategic integrated communication process for business management. However, the integration of communication in an organization is an organizational challenge. This is because there are so many partners involved in managing a relationship. In addition to this integrated communication needs unity of effort. Unity of effort does not however merely consistent message sent out by an organization to all stockholders, but incorporate unity of purpose for the organization, university of Pretoria.

Corporate communication is an ‘instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible’, with the overall objective of creating ‘a favorable basis for relationships with groups up on which the company is dependent’. Meaning corporate communication obviously involves a whole range of managerial activities, like planning, coordinating, counseling the chief executive officer and senior managers in the organization as well as tactical skills involved in producing and disseminating message to relevant stockholder groups.

Integrated communication in brief means unity of effort. “Unity of effort” does not however refer to consistent messages out by an organization to all the stockholders, but incorporates unity of purpose for the organization, unity of organizational processes, unity of an organizational goal, and unity of action within the organization. Moreover, integration refers ultimately to everything the organization does and does not do. Consequently, integration is an organizational-wide pursuit, and not a quick-fix solution to communication problems. It is therefore necessary for integrated communication to be recognized from an organizational viewpoint, University of Pretoria

It is expected that complexity of corporate communication in the business filled and most of the time the government business sectors become un-profitable. This is the main motivation why this research will assess the gap and propose solutions for the complexity to run operations in most economical, efficient and effective manner to increase performance and successful functioning to grow and to make profit

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

The main purpose of the research as indicated on the title “assessment of integrated corporate communication in the case of small and medium manufacturing cluster Development Corporation” is that after assessing the situation, it is expected to propose the solutions for the gaps and which offers insightfulness for further research due to the longitudinal nature of the research.

## **2.2 Empirical Literature**

In the real world, corporate communication spreads its tentacles throughout and beyond the organization. Defining and delineating its boundaries is difficult and can be arbitrary. Overlaps exist between corporate and marketing communication and arguments are rife as to which subsumes the other. Some of the debate is semantic and superfluous (Pickton, 2004). In addition to this there is also a widespread belief in the management world that today’s society the future of any company critically depends on how it is viewed by key stakeholders, such as shareholders

and investors, customers and consumers, employees, and members of the community in which the company operates. Globalization, Corporate crises and the recent financial crises have further strengthening these beliefs. There is therefore a lot to gain when communication practitioners and senior managers are able to recognize and diagnose communication related management problems and understand appropriate strategies and courses of action. Such an understanding is not only essential to the effective functioning of corporate communication, but it is also empowering. It allows communication practitioners and managers to understand and take charge of events that fall within the remit of corporate communication; to determine which events are outside their control, and to identify opportunities for communicating and engaging with stakeholders of the organization.

According to Belasen, a quick glance at recent titles on corporate communication is both revealing and puzzling. The diversity of academic inquiries is so wide that one can easily confuse the field with its subsets. According to the topics include image and crisis (Balmer & Greyser, 2009) branding and brand management (Gupta & Kumar, 2013); corporate identity (Kofler, 2010), social media and risk (Ott & Theunissen, 2015); management communication, organizational communication (Szyzka, 2008); and employee communication (Lee & Kim, 2017). Surprisingly, the field is still evolving and searching for its identity leading some researchers to ponder the need to converge the differences over the nature and applications of corporate communication (A. T. Belasen & Belasen, 2019). Others have concluded that the time is right to clarify the role of corporate communication as a multidisciplinary field of study with overlapping areas but distinct logic and explanations (Mazzei, 2014).

These academic disciplines and areas of practice compound the field and make the task of denitrifying solutions to internal and external communication problems very difficult. (Mazzei, 2014) attempted to develop a better understanding of corporate communication by reviewing definitions in business-related communication disciplines: marketing, public relations, organizational communication, and corporate communication. She suggested attaching a higher value to research results in the communication field that come from considering multiple points of view, because each discipline contributes specific connotations to our understanding. The multiple points of view allow a multidisciplinary approach and the awareness of the polysomic nature of communication. Others proposed that a more holistic approach preeminently make

corporate communication an area for special attention, positioned meaningfully within the interdisciplinary research of communication management (A. T. Belasen & Belasen, 2018).

While we agree that corporate communication needs to be specific enough to preserve the autonomy of distinct contributions to the field (Hutton & Liefoghe, 2011), we also think that it must be broad enough to allow for the integration of ideas and the development of agreement among theoreticians, researchers, and practitioners. An integrated approach to corporate communication, for example, has been shown to be important in the process of innovation communication when organizations form networks to link functions and common practices internally and externally (A. Belasen & Rufer, 2013).

An important challenge for corporate communication researchers is to identify the boundaries of corporate communication as an interdisciplinary academic field of study (Cooren, Kuhn, Cornelissen, & Clark, 2011) as well as a community of practice. The latter is especially critical since social media has shifted the focus of corporate communication in terms of direction, access, and influence. Successful integration of social media into decision-making and policy development is crucial for sustaining the reputation and presence of corporate communication narratives on social media and a good reputation and satisfied customers are critical to the success of corporations (A. T. Belasen & Belasen, 2018).

### **2.2.1 Summary of Empirical Reviews**

Full alignment of corporate communication may partly be subjected to the size of the organization, the market share they have, the pace of its growth, the particular sector where they operate and other structural aspects. However, even small enterprises could manage their communication in an integrated way from the very beginning, thus ensuring a sustainable growth based on integrated strategic communication and Communication managers are expected to be professional facilitators, directly accountable to their CEO, so that they can really contribute to the implementation of company decisions by professionally influencing the ways in which these decisions are communicated and carried out. For this, they should count on the support of executive leadership and every specialized department.

Alignment of strategic stakeholder communication requires active and reflective listening in order to understand all stakeholders' expectations and the CCO plays a key role to forecast the

impact of ad hoc executive decision making regarding stakeholder dialogue. Professionalized management of integrated strategic communication implies tracking changes, successes and failures with respect to the set goals and making timely decisions to implement structural changes steer the organization through crisis and communicate truth consistently and responsibly. Integrated external and internal PR, CSR and CSC practices would make it possible for the organization to continue operating in the future, which in other words is precisely what sustainability is about: the quality of being sustainable, enduring, something that can last.

By ensuring organizational future through the generation of favorable conditions in the public eye and the legitimation of corporate performance under the judgment of all stakeholders, integrated strategic communication can ‘shield’ the organization making it stronger and sustainable. The competitive advantage of organizational sustainability may lie precisely on the ability to grant communication the place it deserves, as nowadays organizations are, more than ever before, under demanding scrutiny for every word or deed. Improvising in corporate communications may be too risky when survival is at stake. Thus, integrated, sound and responsible organizational communication should become a strategic concern of sustainability-aware leaders, who are also ready to make pertaining changes in their corporate structure to allocate the strategic position of integrated communication managers (Sueldo, 2016). Innovation, technology, and capital have amplified business competition in local and international markets. The pace of globalization appears to be accelerating, presenting businesses with significant opportunities and challenges. The question to consider is what makes a company different and better than the hundreds of other product or service providers? And how is a company’s innovative communication strategy more compelling? These questions concern the reputation process and message framework of an organization’s competitive offering. The 21st century business dynamic necessitate corporations to seek out new opportunities to create competitive advantage while redefining concepts of functional boundaries. Good companies perform cohesive business activities well, including public relations, product segmentation, and distribution, finance, customer service. Great companies perform cohesive business activities while redefining concepts of functional business boundaries within a strategic communication framework integration of social, cultural, and environmental interpretive influences while maximizing identity, image, and reputational effect of their unique offering (Laws, 2014).



## 2.3 Conceptual Framework

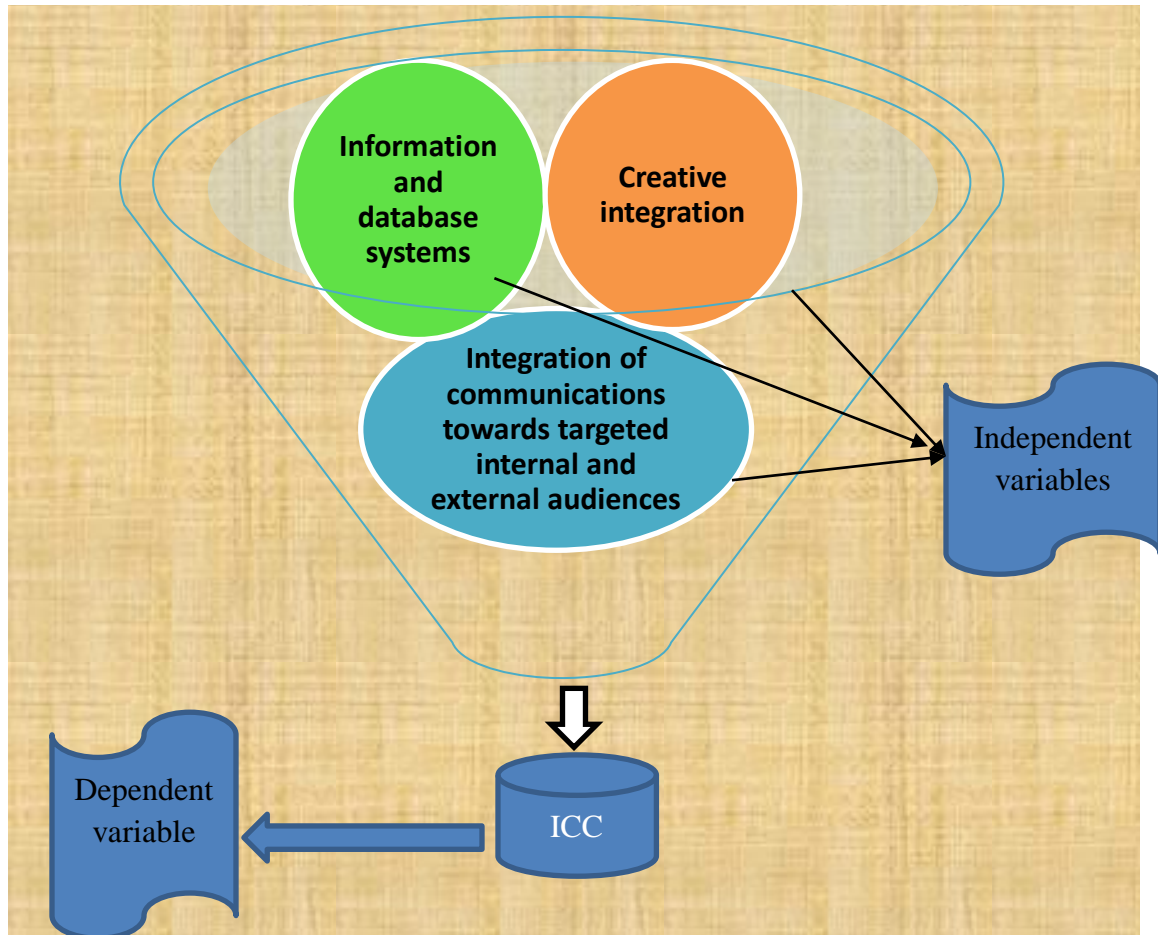


Figure 2.3 Conceptual frame work on factors of integrated corporate communication

Source: (own draft, 2020)

The above figure shows the conceptual framework of this study. This framework is divided into two divisions that is the independent and the dependent variables. The constructs, at the top i.e. Information and database systems, Creative integration and Integration of communications towards targeted internal and external audiences which constitute the independent variables are expected to have an impact on the dependent variable i.e. Integrated corporate communication, which is the main issue of this study.

# **CHAPTER THREE**

## **RESEARCH METHODOLOGY**

### **INTRODUCTION**

This chapter deals with the research design and methodology part of the study. The research type, the approach used, the source of data and its method of collection, target population, the sampling strategy were discussed.

According to John, (2014) Research approaches are plans and procedures for research that span the step from broad assumptions to detailed methods of data collection, analysis, and interpretation. The selection of research approach is also based on the nature of the research problem or issue being addressed, the researchers' personal experiences, and the audience for the study. There are three basic approaches to research (a) qualitative (b) quantitative (c) mixed methods.

Accordingly this research has been conducted using quantitative research approach. Hence, it concerns with the subjective assessment ICC in Addis Ababa small and medium manufacturing industries cluster development sector. Therefore; the quantitative method has been used by considering sample workers of the organization and questionnaires were distributed

### **3.1 Research Design**

A research design is the 'procedures for collecting, analyzing, interpreting and reporting data in research studies'. (Ivankova, Creswell, & Plano Clark, 2007). Descriptive research looks for picture of a specific details of a situation focusing more on what, when, where questions. It was conducted to assess and report the performance of the corporation in relation with integrated corporate communication and relationships among different aspects of the phenomenon under study. Therefore, the pertinent research design obviously was descriptive type that responds to both what, when, where aspect of the fundamental research question. For the purpose of this study, descriptive survey design was used. The method considers adequate and appropriate because it helps to describes, examines, records, analyzes and interpret the variables that exist in the study.

Sample size determination is an important and often difficult step in planning an empirical study. From a statistical perspective, sample size depends on the following factors: type of analysis to be performed, desired precision of estimates, kind and number of comparisons to be made, number of variables to be examined, and heterogeneity of the population to be sampled. Other important considerations include feasibility, such as ethical limitations on access to a population of interest and the availability of time and money, (Dattalo, 2008).

## **3.2 Data Type and Source**

### **3.2.1 Data Type**

The study uses both primary and secondary data as its source of information. Primary data was collected based on structured questionnaires from respondent. And secondary data was used from different printed materials. Based on the research objective, the questionnaire adopts to extract respondents experience regarding the culture of intra- organizational integration of the corporation, the existing culture of inter-organizational integration of Corporation, the barriers to implement the integrated corporate communication within the corporation, the leaders responding to initiate the integrated corporate communication system.

The English version of the questionnaire is carefully and accurately translated in to Amharic. The questionnaires consist of two parts. Part one was prepared to gather general information about the respondents' gender, age, education and occupational position.

Part two would be prepared to ask respondents to answer the culture of intra- organizational integration of the corporation, the existing culture of inter-organizational integration of Corporation, the barriers to implement the integrated corporate communication within the corporation, the leaders responding to initiate the integrated corporate communication system. Each question of the questionnaire is assigned a number indicating strongly disagree measures as 1, disagree to measures as 2, no opinion measures as 3, agree measures as 4, and strongly agree measures as 5.

### 3.2.2. Data Source

#### A. Primary

The facts collected by research instruments of questionnaire which are close ended from the respondents of the staff members.

#### B. Secondary

Specifically the materials used for extracting as a secondary data for the study included brochures, annual reports, and magazines.

### 3.3. Population of the Study

The researcher undertakes the assessment of integrated corporate communication of small and medium manufacturing cluster Development Corporation in Addis Ababa. The organization has 53 man powers in head office and 28 man powers in 4 cluster branch offices, which is a total of 81 members. And this population will be categorized it to four, which is top level, middle level, lower level and key employs.

Based on this the formula propounded by (Yamane, 1964) with the mathematical formula

**Table 3.1 population of the study**

S/no	Names of the company	Category Of Staff Members				
		Top level manager	Middle level manager	Lower level manger	Key employs	total
1	Small and medium manufacturing industry cluster development corporation	4	12	4	61	81
	<b>Total</b>	<b>4</b>	<b>12</b>	<b>4</b>	<b>61</b>	<b>81</b>

**Source: 2019 Human Resource Report of the Corporation.**

### 3.4 Sampling Size

In quantifying sample size to be taken the author has taken consideration one of rule that is sample size larger than 30 and less than 500 are appropriate for more research (Hill, 1998).

The formula adopted in the determination of the sample size to my study was based on, (Yamane, 1964) which have been as follows with the mathematical formula:

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

Where

n= Sample size desired

N= population size

e= maximum acceptable margin error (0.5)

In applying the formula in determining the sample size of the study will be as follows,

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

$$n = \frac{81}{1 + 81(0.05)^2}$$

$$n = \frac{81}{1 + 81(0.0025)}$$

$$n = \frac{81}{1 + 0.2}$$

$$n = \frac{81}{1.2}$$

$$n = 67$$

Based on this; 67 representatives were selected as a sample size for the study. And the sample size for each category of the staff sample was determined using Bowley's proportional allocation statistical techniques (A. T. Belasen & Belasen, 2018) as stated below:

$$nh = \frac{nNh}{N}$$

Where:

nh =Number of units allocated to each category

Nh =Number of employee in each staff stratum in the population

$n$  = The total population size under study

Based on this formula,

$$nh = \frac{nNh}{N}$$

$$nh = \frac{67 \times 8}{81}$$

$$nh = 67$$

$$\text{Proportion of the top level manager staff sample} = \frac{67 \times 4}{81} = 3$$

$$\text{Proportion of the middle level manager} = \frac{67 \times 12}{81} = 10$$

$$\text{Proportion of the lower level manager} = \frac{67 \times 4}{81} = 3$$

$$\text{Proportion of the key employs} = \frac{67 \times 61}{81} = 50$$

**Table 3.2 Summary of sample size of the study**

S/no	Names of the company	Category Of Staff Members				
		Top level manager	Middle level manager	Lower level manager	Key employs	total
	Small and medium manufacturing industry cluster development corporation	3	10	3	50	66
	Total	3	10	3	50	66

**Source: 2019 Human Resource Report of the Corporation.**

### 3.5 Sampling Methods

The sampling method adapted to the study is based on the stratified random sampling method. In which it implements the population has a sample frame and questionnaire distributed proportion to the sample size that formulated the population. In addition to this, cronbach's Alpha test was made to test the reliability test. As (Gliem & Gliem, 2003), 1) Alpha was first developed by Cronbach. 2) Alpha equals reliability. 3) A high value of alpha is an indication of internal consistency. 4) Reliability will always be improved by deleting items using "alpha if item deleted." 5) Alpha should be greater than or equal to .7 (or, alternatively, .8). 6) Alpha is the best choice among all published reliability coefficients.

### **3.6 Data Collection Methods and Instruments**

The empirical data for this study was collected through questionnaires from employees of the corporation after distributing the questionnaire to the respondents of the corporation.

### **3.7 Data Processing and Presentation**

Before proceed to the distribution of the questioner permission was addressed to the corporation with addressing a general orientation of the research. And then enough follow up for the respondents was done during filling the material.

After collecting the distributed materials from the field, it is presented using tables, figures and charts. In checking reliability of the measuring method Cronbache's Alpha test have been used.

### **3.8 Methods of Data Analysis**

After collecting the questionnaires the assessment was concluded by tools like tables and percentage were used. Data analysis was performed by using SPSS in order to reduce the possibility of getting wrong answers, different actions was taken to ensure the soundness of this study.

- Data was collected from reliable sources, from respondents who are management and workers of the organization.
- The questionnaires were based on literature review to ensure the soundness of the results.
- SPSS software was employed to analyze the data and special emphasis has been given during data coding.

### **3.9 Ethical Consideration**

As Ethical considerations are important in research matters and in order to assured the confidentiality of the data given by respondents, the respondents were not required to write their name; the purpose of the study was disclosed in the introductory part of the questionnaire. This was to avoid biased response and to make participants certain and got enough response and assured that their response is for academic purpose only. Furthermore, the researcher tried to avoid misleading or deceptive statements in the questionnaire. To create more confidentiality questionnaires were distributed and collected from voluntary participants.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS, AND INTERPRETATION**

#### **4.1. Descriptive Statistics Analysis**

This part includes the data presentation, analysis and interpretation of the findings. A primary data was gathered through questioner. The questionnaire had two parts, the first part which was dedicated for demographic characteristics of respondents was presented in a table and discussions were made under each variable. The second part of the questionnaire, which deals with the major objective of the research was analyzed and presented using SPSS (Version 20) software. The total sample of the study was 66, out of this 10 questionnaires have been distributed for pre-test, in which all of them were returned; based on the obtained feedback from the respondents regarding the clarity on questionnaire major revision have been mad. It was at this time the need to translate the questionnaire to Amharic due to more efforts having been taken in the case of 10 pre-test. At last what was unique hear is that 1 respondent have been unvoluntary to fill the whole part of the questioner after starting the demographic part of the material and this has been ignored in the presentation



#### 4.1.1. Analysis of profile of Respondents

Table 4.1 Demographic Profile of Respondents

No	Variable	Frequency	Percent	Valid Percent	Cumulative Percent
	Age of respondents				
	<30	6	9.1	9.1	9.1
	31-40	42	63.6	63.6	72.7
	41-50	15	22.7	22.7	95.5
	>51	3	4.5	4.5	100.0
	<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	
3.	<b>Gender of Respondent</b>				
	Male	47	71.2	71.2	71.2
	Female	19	28.8	28.8	100.0
	<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	
4.	<b>Marital Status</b>				
	Married	39	59.1	59.1	59.1
	Single	24	36.4	36.4	95.5
	Divorced	3	4.5	4.5	100.0
	<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	
5.	<b>Level of Education</b>				
	Certificate	6	9.1	9.1	9.1
	first degree	33	50.0	50.0	59.1
	second degree	27	40.9	40.9	100.0
	<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	
6.	<b>monthly salary</b>				
	2501-4000	3	4.5	4.5	4.5
	4001-7000	9	13.6	13.6	18.2
	7001-10000	8	12.1	12.1	30.3
	>10000	46	69.7	69.7	100.0
	<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Survey Result, 2020**

The table above shows general demographic profile of respondents, based on this out of 66 respondents of age matter, 6 (9.1%) are under of 30, 42 (63.6%) are between 31-40 years, 15 (22.72%) are between 41-50 and 3(4.5%) are 51 years and above. From this data it is easy to understand the man power of the corporation was a good chance for the sector as it shows 42 (63.6%) of the staff members where work force.

In the gender case of respondents, 47(71.2%) are males, 19(28.8%) are female. This shows that most of the staff members are males. Regarding marital status of the respondents, 39(59.1%) are married, 24(36.4%) are single, and 3(4.5%) are divorced. This shows most of the staff members

are married. In terms of educational level, 6(9.1%) are level of certificate, 33(50.0%) are first degree holders, and 27(40.9 %) are second degree holders. This shows that from the total study of the research most of the respondents are first degree holders followed by second degree holders in which the corporation has a big chance of using qualified man power.

Coming to the salary of the respondents,3(4.5%) were payable of salary 2501-4000, 9(13.6%) respondents payable of 4001-7000, 8(12.1%) respondents payable of 7001-10000, and 46 (69.7%) respondents payable of >10000 gross salary payable.

The staff category of respondents in which participated for the survey, 4.55% of them where top level managers, 12.12% of them were middle managers, and 4.55% was lower level managers and 78.79% of them where key employees. When it is indicated by chart, it can be indicated like the below.

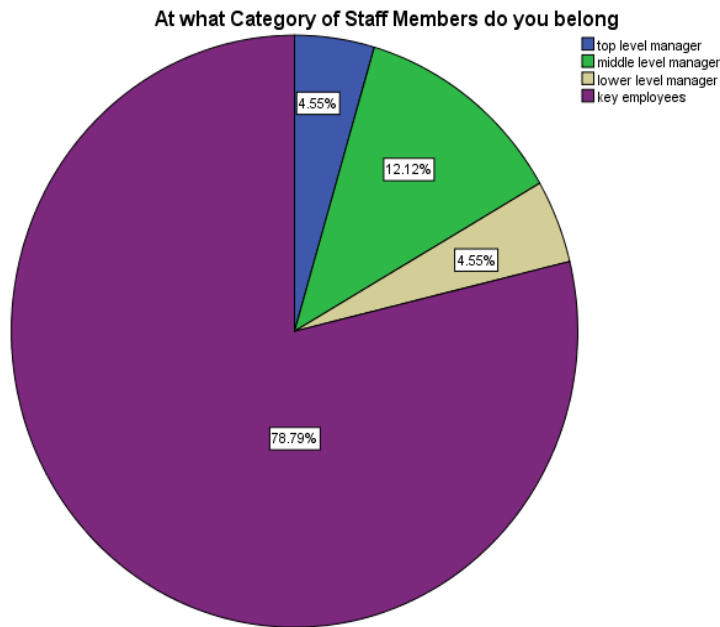


Figure: 4.1. Respondent staff member category  
Source: Survey Result, 2020

## 4.2. Pre-test Report

In reliability or internal consistency testing, cronbach's alpha was used. The reliability of any given measurement refers to the extent to which it is a consistent of a concept measure, and Cranach's alpha is one way of measuring the strength of that consistency. Its function is thus a function of the number of items in a test, the average covariance between pairs of items, and the variance of the total score. The resulting  $\alpha$  coefficient of reliability ranges from 0 to 1 in providing this overall assessment of a measure's reliability. If all of the scale items are entirely independent from one another, that is not correlated or share no covariance,  $\alpha=0$ ; and if all of the items have high covariance, then  $\alpha$  approaches 1 as the number of items in the scale approaches infinity. In other words, the higher  $\alpha$  coefficient the more the items have shared covariance and probably measures the same underlying concept (Goforth, 2015).

**Table: 4.2. Reliability test**

### Case Processing Summary

	N	%
Valid	10	90.9
Cases Excluded	1	9.1
<b>Total</b>	<b>11</b>	<b>100.0</b>

a. List wise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.843	21

As (Gliem & Gliem, 2003), indicates cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Based on the formula  $\alpha = \frac{rk}{[1 + (k - 1)r]}$ , where k is the number of items considered and r is the mean of the inter-item correlations the size of alpha is determined by both the number of items in the scale and the mean inter-item correlations and provide the following rules of thumb: “\_ > .9 –

Excellent,  $\alpha > .8$  – Good,  $\alpha > .7$  – Acceptable,  $\alpha > .6$  – Questionable,  $\alpha > .5$  – Poor and  $\alpha < .5$  – Unacceptable” (p. 231).

The above table show the cronbach’s Alpha result of the study as .843, in which that indicates a high  $\alpha$  is both a function of the covariance among items and the number of items in the analysis. In short the reliability test result was good.

**Table: 4.3. Rate of the corporation as a company to work for corporate to other company**

			At what Category of Staff Members do you belong				Total
			top level manager	middle level manager	lower level manager	key employees	
how do you rate the corporation as a company to work for corporate to other company	very good	Count	1	1	0	0	2
		% of Total	1.5%	1.5%	0.0%	0.0%	3.0%
	Good	Count	1	2	0	7	10
		% of Total	1.5%	3.0%	0.0%	10.6%	15.2%
	Moderate	Count	1	3	1	23	28
		% of Total	1.5%	4.5%	1.5%	34.8%	42.4%
	Poor	Count	0	1	2	18	21
		% of Total	0.0%	1.5%	3.0%	27.3%	31.8%
	very poor	Count	0	1	0	4	5
		% of Total	0.0%	1.5%	0.0%	6.1%	7.6%
	<b>Total</b>	Count	3	8	3	52	66
		<b>% of Total</b>	<b>4.5%</b>	<b>12.1%</b>	<b>4.5%</b>	<b>78.8%</b>	<b>100.0%</b>

Source: Survey Result, 2020

Table: 4.3. above shows from 66 respondents of the corporation in rating the corporation as a company in working for corporate to other company 2(3.0%) respondents rate as very good, 10(15.2%) of the respondents rated as good, 28(42.4%)

Of the respondents rated as moderate, 21(31.8%) of the respondents rated as poor and 5(7.6%) rated as very poor. This shows that the rate of the corporation was good based on the responses 28 staff respondents which were (42.4%).

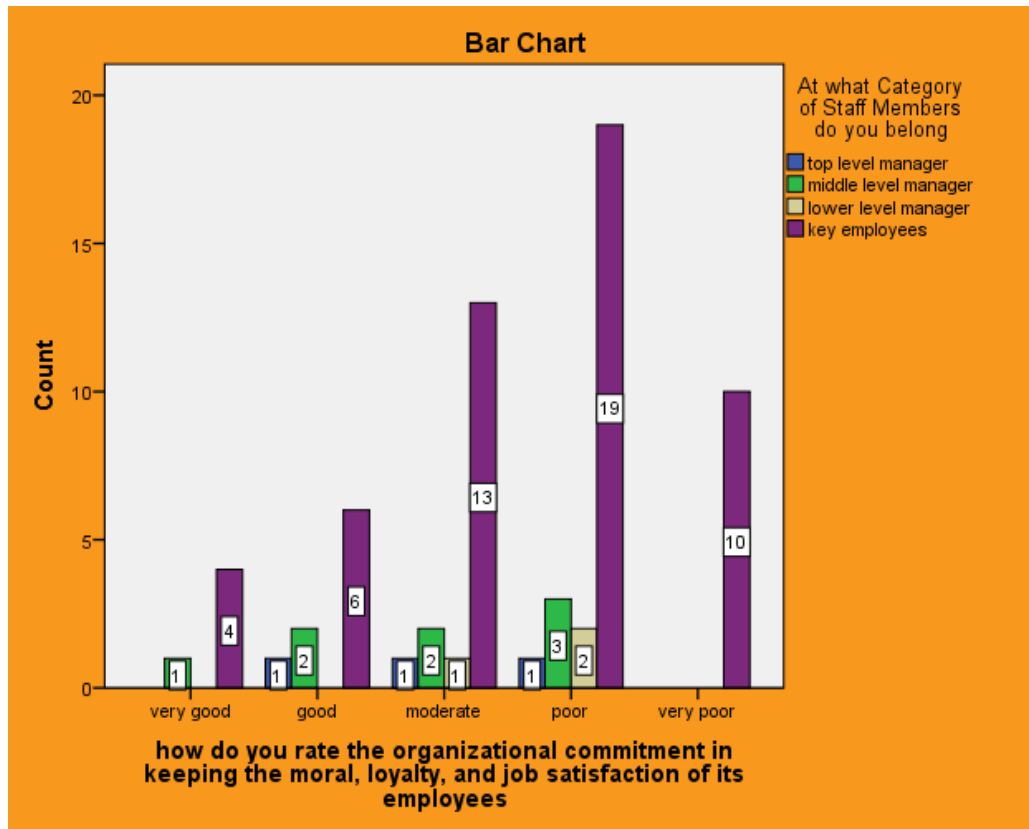


Figure: 4.2. Rate of the organizational commitment in keeping the moral, loyalty, and job satisfaction of its employees

Source: Survey Result, 2020

Fig: 4.2. Indicates the respondents' answers about the organizational commitment in keeping the moral, loyalty, and job satisfaction of its employees, 5(7.6%) of the answered very good, 9(13.6%) of them answered good, 17(25.8%) agreed as it was moderate, 25(37.9%) answered poor, 10(15.2%) answered very poor. From this table it was observed that most of the respondents answered poor.

**Table: 4.4. Communicational mix integration**

			At what Category of Staff Members do you belong				Total
			top level manager	middle level manager	lower level manager	key employees	
communication al mix integration	very strong dysfunction	Count	0	1	0	6	7
		% of Total	0.0%	1.5%	0.0%	9.1%	10.6%
	strong dysfunction	Count	1	0	1	4	6
		% of Total	1.5%	0.0%	1.5%	6.1%	9.1%
	weak dysfunction	Count	2	3	1	21	27
		% of Total	3.0%	4.5%	1.5%	31.8%	40.9%
	very weak dysfunction	Count	0	1	0	5	6
		% of Total	0.0%	1.5%	0.0%	7.6%	9.1%
	very weak synergy	Count	0	1	0	7	8
		% of Total	0.0%	1.5%	0.0%	10.6%	12.1%
	weak synergy	Count	0	2	0	5	7
		% of Total	0.0%	3.0%	0.0%	7.6%	10.6%
	strong synergy	Count	0	0	1	3	4
		% of Total	0.0%	0.0%	1.5%	4.5%	6.1%
	very strong synergy	Count	0	0	0	1	1
	% of Total	0.0%	0.0%	0.0%	1.5%	1.5%	
<b>Total</b>	Count	3	8	3	52	66	
	<b>% of Total</b>	<b>4.5%</b>	<b>12.1%</b>	<b>4.5%</b>	<b>78.8%</b>	<b>100.0%</b>	

**Source: Survey Result, 2020**

Table: 4.4. Shows that 7(10.6%) answered very strong dysfunction, 6(9.1%) answered strong dysfunction, 27(40.9%) answered weak dysfunction, 6(9.1%) answered very weak dysfunction, 8(12.1%) answered very weak synergy, 7(10.6%) answered weak synergy, 4(6.1%) answered strong synergy and only 1(1.5%) answered very strong synergy. From this it was observed that most of the respondents answered that communicational mix integration is weak dysfunction

**Table: 4.5. Communication mix with marketing mix integration**

			At what Category of Staff Members do you belong				Total
			top level manager	middle level manager	lower level manager	key employee	
communication mix with marketing mix integration	very strong dysfunction	Count	0	1	1	4	6
		% of Total	0.0%	1.5%	1.5%	6.1%	9.1%
	strong dysfunction	Count	0	0	0	8	8
		% of Total	0.0%	0.0%	0.0%	12.1%	12.1%
	weak dysfunction	Count	1	3	1	16	21
		% of Total	1.5%	4.5%	1.5%	24.2%	31.8%
	very weak dysfunction	Count	0	2	1	10	13
		% of Total	0.0%	3.0%	1.5%	15.2%	19.7%
	very weak synergy	Count	2	1	0	6	9
		% of Total	3.0%	1.5%	0.0%	9.1%	13.6%
	weak synergy	Count	0	1	0	5	6
		% of Total	0.0%	1.5%	0.0%	7.6%	9.1%
	very strong synergy	Count	0	0	0	3	3
		% of Total	0.0%	0.0%	0.0%	4.5%	4.5%
	<b>Total</b>	Count	3	8	3	52	66
<b>% of Total</b>		<b>4.5%</b>	<b>12.1%</b>	<b>4.5%</b>	<b>78.8%</b>	<b>100.0%</b>	

Source: Survey Result, 2020

From the above table in which that shows, communication mix with marketing mix integration, it was observed that out of 66 respondents, 6(9.1%) replied very strong dysfunction, 8(12.1%) replied strong dysfunction, 21(31.8%) replied weak dysfunction, 13(19.7%) replied very weak dysfunction and 9(13.6%) replied very weak synergy, 6(9.15%) replied weak synergy, 3(4.5%) replied very strong synergy. This shows it has weak dysfunction.

**Table: 4.6. Creative integration in the corporation**

			At what Category of Staff Members do you belong				Total
			top level manager	middle level manager	lower level manager	key employees	
creative integration	very strong dysfunction	Count	0	0	0	2	2
		% of Total	0.0%	0.0%	0.0%	3.0%	3.0%
	strong dysfunction	Count	0	2	0	10	12
		% of Total	0.0%	3.0%	0.0%	15.2%	18.2%
	weak dysfunction	Count	0	1	0	12	13
		% of Total	0.0%	1.5%	0.0%	18.2%	19.7%
	very weak dysfunction	Count	0	0	0	10	10
		% of Total	0.0%	0.0%	0.0%	15.2%	15.2%
	very weak synergy	Count	2	3	2	7	14
		% of Total	3.0%	4.5%	3.0%	10.6%	21.2%
	weak synergy	Count	1	2	0	9	12
		% of Total	1.5%	3.0%	0.0%	13.6%	18.2%
	strong synergy	Count	0	0	1	1	2
		% of Total	0.0%	0.0%	1.5%	1.5%	3.0%
very strong synergy	Count	0	0	0	1	1	
	% of Total	0.0%	0.0%	0.0%	1.5%	1.5%	
Total	Count	3	8	3	52	66	
	% of Total	4.5%	12.1%	4.5%	78.8%	100.0%	

**Source: Survey Result, 2020**

The above table shows that from the total (66) respondents in which gave their opinion about creative integration, 2(3.0%) answered very strong dysfunction, 12(18.2%) answered strong dysfunction, 13(19.7%) answered weak dysfunction, 10(15.2%) answered very weak dysfunction, on the other hand in the case of synergy, 14(21.2%) replied very weak synergy, 12(18.2%) replied weak synergy, 2(3.0%) replied strong synergy and only 1(1.55) respondent replied very strong synergy. This shows that in the creative integration case most of the respondents replied weak dysfunction.



**Table: 4.7. Intra - organization integration**

			At what Category of Staff Members do you belong				Total
			top level manager	middle level manager	lower level manager	key employees	
intra - organizatio n integration	very strong dysfunction	Count	0	0	0	3	3
		% of Total	0.0%	0.0%	0.0%	4.5%	4.5%
	strong dysfunction	Count	0	1	0	8	9
		% of Total	0.0%	1.5%	0.0%	12.1%	13.6%
	weak dysfunction	Count	0	1	0	13	14
		% of Total	0.0%	1.5%	0.0%	19.7%	21.2%
	very weak dysfunction	Count	1	1	1	10	13
		% of Total	1.5%	1.5%	1.5%	15.2%	19.7%
	very weak synergy	Count	0	0	1	8	9
		% of Total	0.0%	0.0%	1.5%	12.1%	13.6%
	weak synergy	Count	2	3	1	3	9
		% of Total	3.0%	4.5%	1.5%	4.5%	13.6%
	strong synergy	Count	0	2	0	5	7
		% of Total	0.0%	3.0%	0.0%	7.6%	10.6%
	very strong synergy	Count	0	0	0	2	2
	% of Total	0.0%	0.0%	0.0%	3.0%	3.0%	
Total	Count	3	8	3	52	66	
	% of Total	4.5%	12.1%	4.5%	78.8%	100.0%	

**Source: Survey Result, 2020**

Table: 4.7, Indicates respondent's answer about the intra –organizational integration. So 3(4.5%) replied very strong dysfunction, 9(13.6%) replied strong dysfunction, 14(21.2%) replied weak dysfunction, 13(19.7%) replied very weak dysfunction, and in case of synergy, 9(13.6%) and 9(13.6%) replied as very weak synergy and weak synergy respectively, 7(10.6%) replied strong synergy, 2(3.0%) replied very strong synergy. From this most of the respondents show that the intra-organization integration was weak dysfunction.

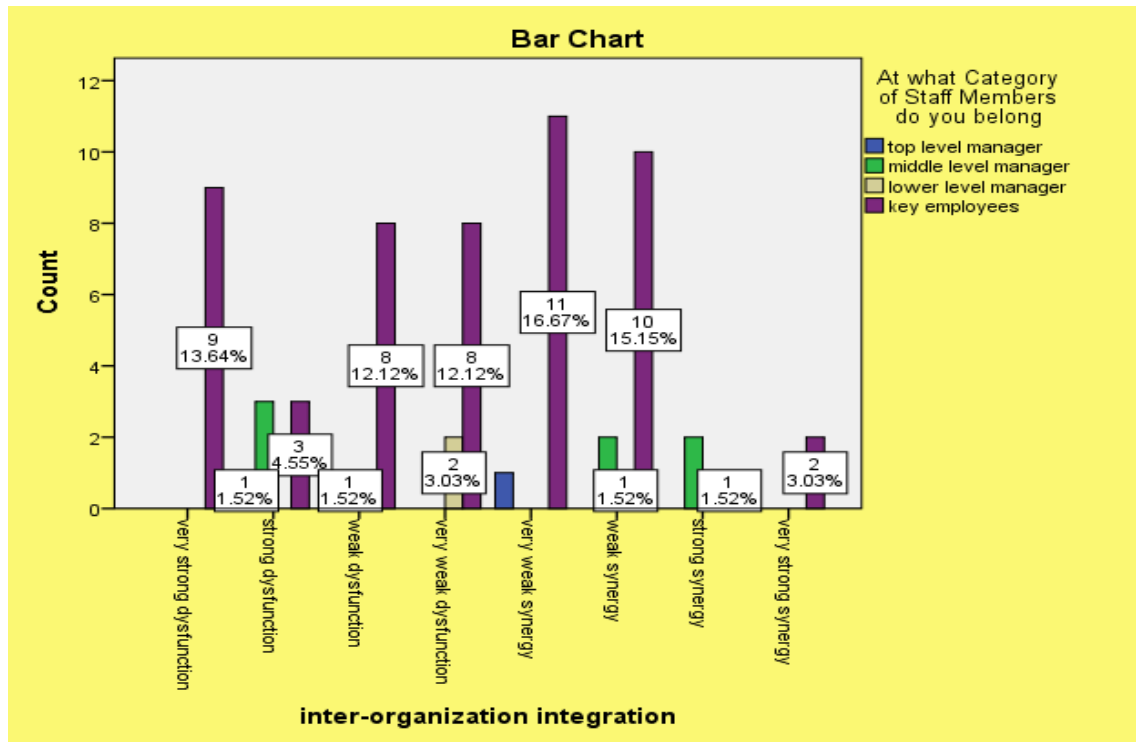


Figure: 4.3. Inter-organization integration  
 Source: Survey Result, 2020

In the table above out of 66 respondents, 9(13.6%) answered very strong dysfunction, 7(10.6%) answered strong dysfunction, 10(15.2%) answered weak dysfunction, 10(15.2%) answered very weak dysfunction, 12(18.2%) answered very weak synergy, 13(19.7%) answered weak synergy, 3(4.5%) answered strong synergy and 2(3.0%) respondents replied very strong synergy. This shows that most of the respondents replied weak synergy.

**Table: 4.8. Information and database system integration of the corporation**

			At what Category of Staff Members do you belong				Total
			Top level manager	middle level manager	lower level manager	key employees	
information and database system integration	very strong dysfunction	Count	0	0	0	4	4
		% of Total	0.0%	0.0%	0.0%	6.1%	6.1%
	strong dysfunction	Count	0	1	0	6	7
		% of Total	0.0%	1.5%	0.0%	9.1%	10.6%
	weak dysfunction	Count	1	2	0	16	19
		% of Total	1.5%	3.0%	0.0%	24.2%	28.8%
	very weak dysfunction	Count	0	1	2	10	13
		% of Total	0.0%	1.5%	3.0%	15.2%	19.7%
	very weak synergy	Count	0	2	0	7	9
		% of Total	0.0%	3.0%	0.0%	10.6%	13.6%
	weak synergy	Count	0	1	0	6	7
		% of Total	0.0%	1.5%	0.0%	9.1%	10.6%
	strong synergy	Count	2	1	1	2	6
		% of Total	3.0%	1.5%	1.5%	3.0%	9.1%
very strong synergy	Count	0	0	0	1	1	
	% of Total	0.0%	0.0%	0.0%	1.5%	1.5%	
Total	Count	3	8	3	52	66	
	% of Total	4.5%	12.1%	4.5%	78.8%	100.0%	

Source: Survey Result, 2020

The above table shows that from 66 respondents, 4(6.1%) of them replied very strong dysfunction, 7(10.6%) replied strong dysfunction, 19(28.8%) replied weak dysfunction, 13(19.7%) replied very weak dysfunction, 9(13.6%) very weak synergy, 7(10.6%) replied strong synergy, 6(9.1%) replied strong synergy, 1(1.5%) replied very strong synergy. From this it was observed that most of the respondents replied weak dysfunction.

**Table: 4.9. Target audience integration**

			At what Category of Staff Members do you belong				Total
			Top level manager	Middle level manager	lower level manager	key employees	
target audience integration	very strong dysfunction	Count	0	0	0	1	1
		% of Total	0.0%	0.0%	0.0%	1.5%	1.5%
	strong dysfunction	Count	0	1	0	7	8
		% of Total	0.0%	1.5%	0.0%	10.6%	12.1%
	weak dysfunction	Count	1	1	0	15	17
		% of Total	1.5%	1.5%	0.0%	22.7%	25.8%
	very weak dysfunction	Count	1	2	1	11	15
		% of Total	1.5%	3.0%	1.5%	16.7%	22.7%
	very weak synergy	Count	0	1	1	7	9
		% of Total	0.0%	1.5%	1.5%	10.6%	13.6%
	weak synergy	Count	1	2	0	6	9
		% of Total	1.5%	3.0%	0.0%	9.1%	13.6%
	strong synergy	Count	0	1	1	5	7
		% of Total	0.0%	1.5%	1.5%	7.6%	10.6%
Total	Count	3	8	3	52	66	
	% of Total	4.5%	12.1%	4.5%	78.8%	100.0%	

Source: Survey Result, 2020

In the table that shows the target audience integration, 1(1.5%) answered very strong dysfunction, 8(12.1%) answered strong dysfunction, 17(25.8%) of the respondents answered weak dysfunction, 15(22.7%) answered very weak dysfunction, 9(13.6%) answered very weak synergy, 9(13.6%) answered weak synergy, 7(10.6%) answered strong synergy. This shows target audience integration weak dysfunction.

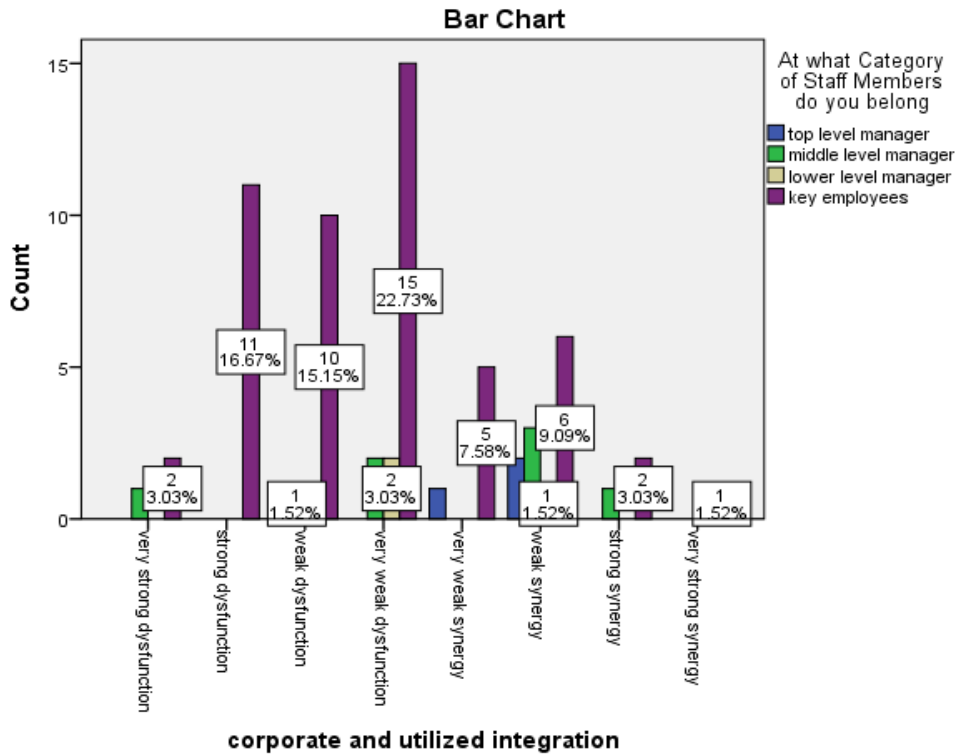


Figure: 4.4. Corporate and utilized integration

Source: Survey Result, 2020

In the case of corporate and utilized integration as the above table indicates 3(4.5%) of the respondents answered as very strong dysfunction, 11(16.7%) answered as strong dysfunction and weak dysfunction, 19(28.8%) answered by saying very weak dysfunction, 6(9.1%) of the respondents answered very weak synergy, 12(18.2%) respondents answered weak synergy, 3(4.5%) answered as strong synergy and 1(1.5%) of the respondent answered by saying very strong synergy. This shows, of the 66 respondents of the corporation 19 (28.8%) of them answered as the corporation have very weak dysfunction.

**Table: 4.10. Geographical integration**

			At what Category of Staff Members do you belong				Total
			Top level manager	middle level manager	lower level manager	key employees	
Geographic Integration	very strong dysfunction	Count	0	0	0	5	5
		% of Total	0.0%	0.0%	0.0%	7.6%	7.6%
	strong dysfunction	Count	1	1	0	5	7
		% of Total	1.5%	1.5%	0.0%	7.6%	10.6%
	weak dysfunction	Count	0	5	1	12	18
		% of Total	0.0%	7.6%	1.5%	18.2%	27.3%
	very weak dysfunction	Count	0	0	0	13	13
		% of Total	0.0%	0.0%	0.0%	19.7%	19.7%
	very weak synergy	Count	2	1	0	3	6
		% of Total	3.0%	1.5%	0.0%	4.5%	9.1%
	weak synergy	Count	0	1	1	5	7
		% of Total	0.0%	1.5%	1.5%	7.6%	10.6%
	strong synergy	Count	0	0	1	8	9
		% of Total	0.0%	0.0%	1.5%	12.1%	13.6%
very strong synergy	Count	0	0	0	1	1	
	% of Total	0.0%	0.0%	0.0%	1.5%	1.5%	
Total	Count	3	8	3	52	66	
	% of Total	4.5%	12.1%	4.5%	78.8%	100.0%	

**Source: Survey Result, 2020**

In the case of geographical integration, as table 4.10 indicates 5 (7.6%) respondents answered as very strong dysfunction, 7 (10.6%) respondents by saying strong dysfunction, and 18 (27.3%) of the respondents answered by saying weak dysfunction, and 13 (19.7%) replied by saying very weak dysfunction, and 6 (9.1%) replied by saying very weak synergy, and 7 (10.6%) replied by saying weak synergy, and 9 (13.6%) replied by saying strong synergy and 1 (1.5%) of the respondent answered by saying very strong synergy. This shows that the geographical integration of the corporation's integration with the clusters was weak dysfunction as answered by most 18 (27.3%) of the respondents.

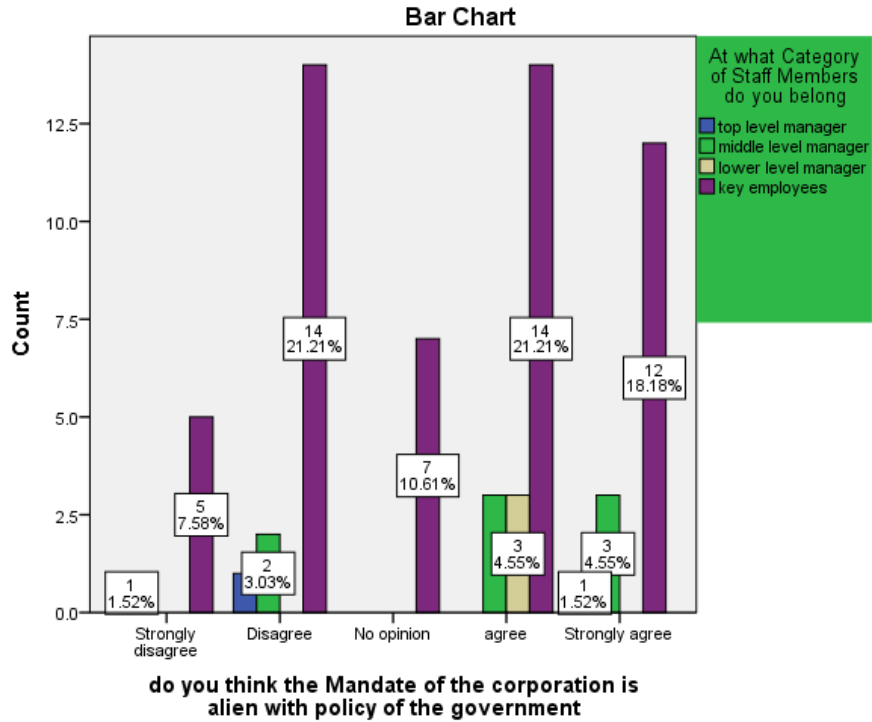


Figure: 4.5. Mandate of the corporation and alienation with policy of the government

**Source: Survey Result, 2020**

Fig: 4.5. Shows the respondent's opinion about mandate of the corporation and alienation with policy of the government. So based on their respond of the total 66 staff members 6(9.1%) of them answered as strongly disagree, 17(25.8%) of them answered by saying disagree, 7(10.6%) answered no opinion, 20(30.3%) answered agree, 16(24.2%) answered strongly agree. This shows that most of the respondents answered by saying agree in the mandate of the corporation was aligned with the policy of the government.



**Table: 4.11.Competency of leaders and implementation of integrated corporate communication**

			At what Category of Staff Members do you belong				Total
			top level manager	middle level manager	lower level manager	key employees	
do you feel that competency of leaders is enough to implement the integrated corporate communication	Strongly disagree	Count	0	1	1	14	16
		% of Total	0.0%	1.5%	1.5%	21.2%	24.2%
	Disagree	Count	1	3	1	16	21
		% of Total	1.5%	4.5%	1.5%	24.2%	31.8%
	No opinion	Count	0	1	0	9	10
		% of Total	0.0%	1.5%	0.0%	13.6%	15.2%
	Agree	Count	2	2	1	9	14
		% of Total	3.0%	3.0%	1.5%	13.6%	21.2%
	Strongly agree	Count	0	1	0	4	5
		% of Total	0.0%	1.5%	0.0%	6.1%	7.6%
Total	Count	3	8	3	52	66	
	% of Total	4.5%	12.1%	4.5%	78.8%	100.0%	

Source: Survey Result, 2020

In the case of Competency of leaders and implementation of integrated corporate communication as shown in the above table 16(24.2%) replied strongly disagree, 21(31.8%) replied disagree, 10(15.2%) replied no opinion, 14(21.2%) replied agree and 5(7.6%) replied by saying strongly agree. This shows that most 21(31.8%) of the respondents replied disagree answer.

**Table: 4.12. Structure of the Organization**

			At what Category of Staff Members do you belong				Total
			Top level manager	middle level manager	lower level manager	key employees	
is the organizations structure well organized	Strongly disagree	Count	0	2	1	15	18
		% of Total	0.0%	3.0%	1.5%	22.7%	27.3%
	Disagree	Count	1	5	1	28	35
		% of Total	1.5%	7.6%	1.5%	42.4%	53.0%
	No opinion	Count	1	0	0	2	3
		% of Total	1.5%	0.0%	0.0%	3.0%	4.5%
	Agree	Count	1	1	1	4	7
		% of Total	1.5%	1.5%	1.5%	6.1%	10.6%
	Strongly agree	Count	0	0	0	3	3
		% of Total	0.0%	0.0%	0.0%	4.5%	4.5%
Total	Count	3	8	3	52	66	
	% of Total	4.5%	12.1%	4.5%	78.8%	100.0%	

Source: Survey Result, 2020

The above table indicates that out of 66 respondents 8(27.3%) and 35(53.0%) answered strongly disagree and disagree respectively, 3(4.5%) of the respondents answered no opinion, 7(10.6%) replied by saying agree, 3(4.5%) replied by saying strongly agree. This shows that structure of the organization is not well organized as indicated by most of i.e. 35(53.0%) respondents.

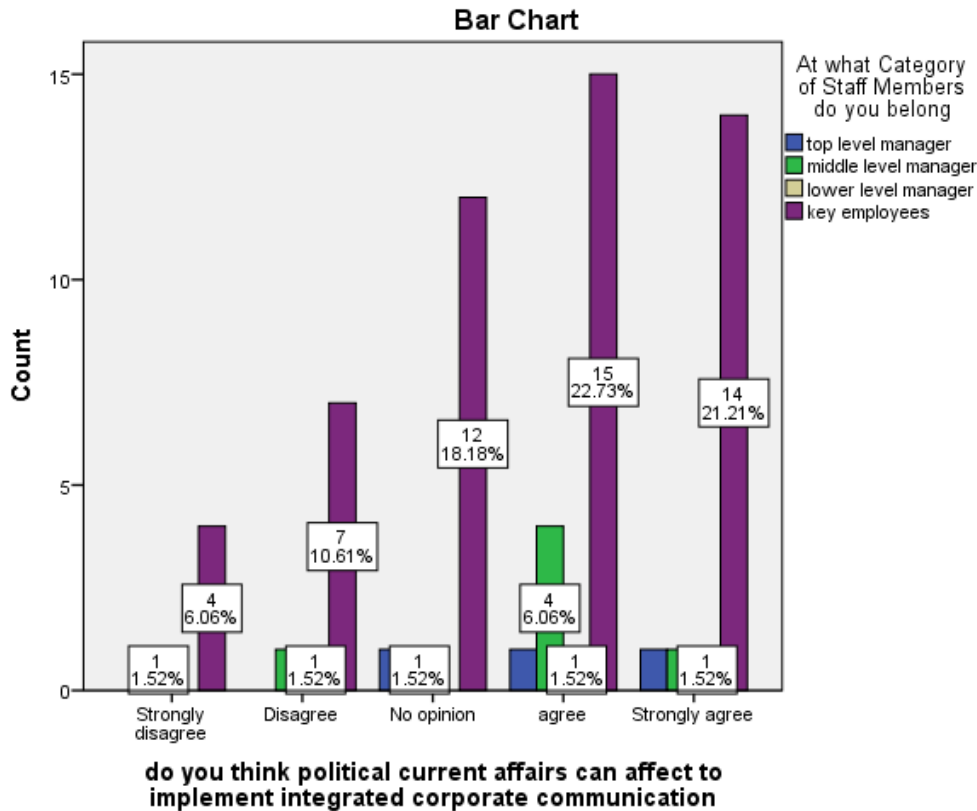


Figure: 4.6. Political current affairs can affect to implement integrated corporate communication  
**Source: Survey Result, 2020**

**Fig: 4.6.** Indicates that in the case of political current affairs and affection of implementing integrated corporate communication, so out of 66 respondents, 5(7.6%) Strongly disagree with the statement, 9(13.6%) disagreed with the statement, 14(21.2%) answered no opinion, 21(31.8%) agreed with the statement, 17(25.8%) respondents strongly disagreed. This shows most of the respondents agreed with the statement

**Table: 4.13. Corporation's human resource and professionalism**

			At what Category of Staff Members do you belong				Total
			top level manager	middle level manager	lower level manager	key employees	
do you believe that the corporation's human resource is well professional	Disagree	Count	0	0	0	4	4
		% of Total	0.0%	0.0%	0.0%	6.1%	6.1%
	No opinion	Count	0	0	0	6	6
		% of Total	0.0%	0.0%	0.0%	9.1%	9.1%
	Agree	Count	2	4	3	26	35
		% of Total	3.0%	6.1%	4.5%	39.4%	53.0%
	Strongly agree	Count	1	4	0	16	21
		% of Total	1.5%	6.1%	0.0%	24.2%	31.8%
	Total	Count	3	8	3	52	66
		% of Total	4.5%	12.1%	4.5%	78.8%	100.0%

**Source: Survey Result, 2020**

The above table shows that the professionalism of corporation's human resource questioned to the respondents, based on the table 4(6.1%) of the respondents replied agree, 6(9.1%) no opinion, 35(53.0%) replied agree and 21(31.8%) replied strongly agree. So this shows 53.0% of the respondents answered the human resource is well professional.

**Table: 4.14. Corporation's focus of communication to the external communication**

			At what Category of Staff Members do you belong				Total
			top level manager	middle level manager	lower level manager	key employees	
the corporation gives focus of communication to the external communication	Strongly disagree	Count	0	0	0	1	1
		% of Total	0.0%	0.0%	0.0%	1.5%	1.5%
	Disagree	Count	1	2	2	9	14
		% of Total	1.5%	3.0%	3.0%	13.6%	21.2%
	No opinion	Count	0	1	1	20	22
		% of Total	0.0%	1.5%	1.5%	30.3%	33.3%
	Agree	Count	1	5	0	15	21
		% of Total	1.5%	7.6%	0.0%	22.7%	31.8%
	Strongly agree	Count	1	0	0	7	8
		% of Total	1.5%	0.0%	0.0%	10.6%	12.1%
	Total	Count	3	8	3	52	66
		% of Total	4.5%	12.1%	4.5%	78.8%	100.0%

**Source: Survey Result, 2020**

Table: 4.14. Shows from the total respondent 1(1.5%) replied strongly disagree to the statement, 14(21.2%) disagree with the statement, 22(33.3%) replied no opinion, 21(31.8%) agreed with the statement, 8(12.1%) strongly agreed with the statement. This shows that most of the respondents have no opinion whether the corporation gives focus of communication to the external communication or not.

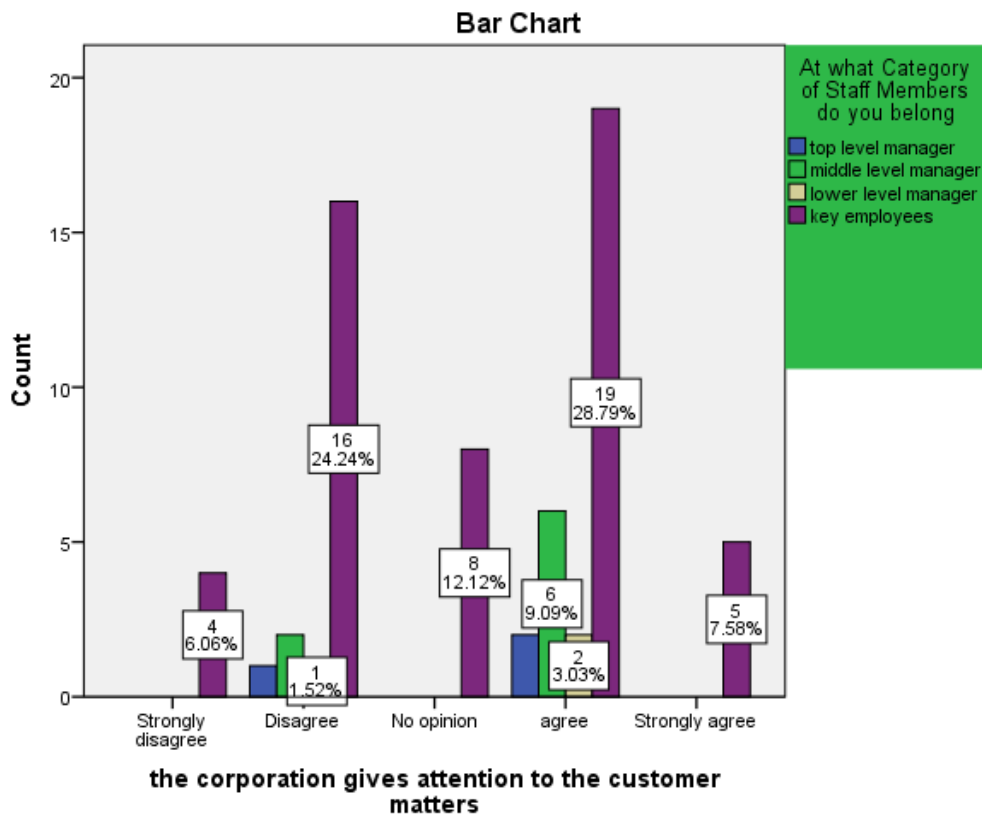


Figure: 4.7. Corporation’s attention to the customer matters  
**Source: Survey Result, 2020**

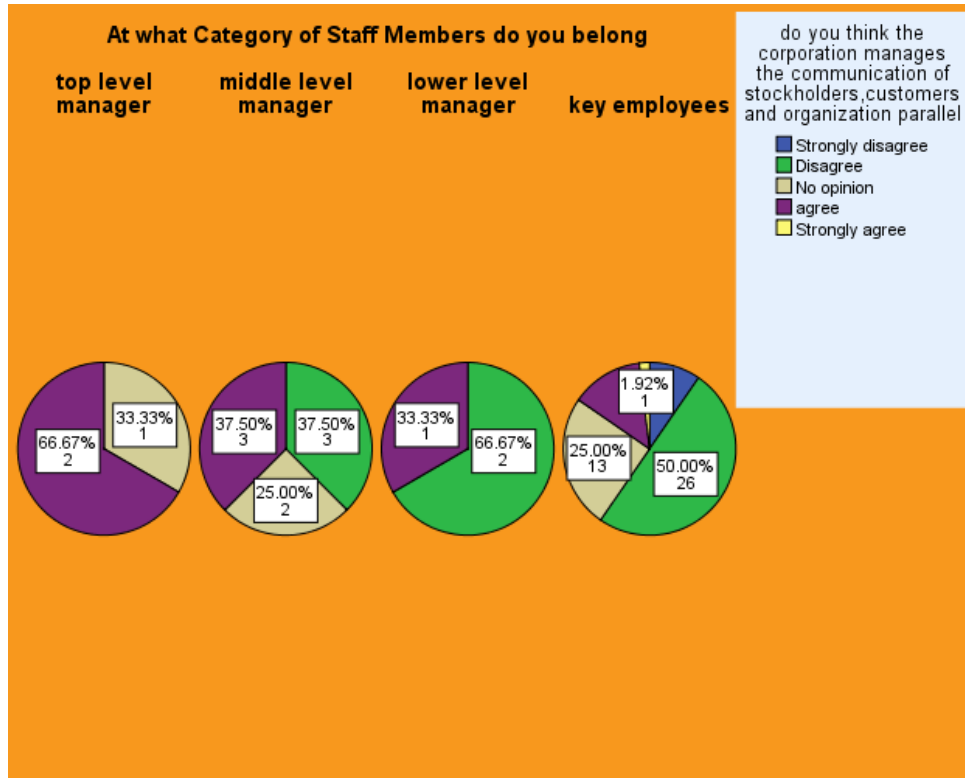
In the case of giving attention to the customer matters, 4(6.1%) of the respondents answered strongly disagree, 20(30.3%) of them answered disagree, 8(12.1%) have no opinion, 29(43.9%) agreed with the statement, 5(7.6%) of them strongly disagreed. This shows that most 29(43.9%) of the respondents agreed that the corporation gives attention to the customer matters.

**Table: 4.15. Corporation’s attention to employee issues**

			At what Category of Staff Members do you belong				Total
			Top level manager	middle level manager	lower level manager	key employees	
the corporation gives attention to employee issues	Strongly disagree	Count	0	2	0	20	22
		% of Total	0.0%	3.0%	0.0%	30.3%	33.3%
	Disagree	Count	0	3	2	24	29
		% of Total	0.0%	4.5%	3.0%	36.4%	43.9%
	No opinion	Count	1	0	0	2	3
		% of Total	1.5%	0.0%	0.0%	3.0%	4.5%
	Agree	Count	2	3	1	5	11
		% of Total	3.0%	4.5%	1.5%	7.6%	16.7%
	Strongly agree	Count	0	0	0	1	1
		% of Total	0.0%	0.0%	0.0%	1.5%	1.5%
	Total	Count	3	8	3	52	66
		% of Total	4.5%	12.1%	4.5%	78.8%	100.0%

**Source: Survey Result, 2020**

Giving attention to the employee issue with in the corporation has been answered like the above table. i.e. 22(33.3%) of the respondents replied strongly disagree, 29(43.9%) disagreed with the statement, 3(4.5%) have no opinion whether the corporation gives attention to the employee issue, 11(16.7%) agreed with the statement, and 1(1.5%) strongly agreed with the statement.



**Figure: 4.8. Parallel Management Of the communication of stockholders, customers and the corporation**

**Source: Survey Result, 2020**

The above figure shows that from the total 66 respondents, 5(7.6%) answered strongly disagree, 31(47.0%) answered disagree, 16(24.2%) answered no opinion, 13(19.7%) answered agree, 1(1.5%) answered strongly agree. This table shows most of the respondents disagreed with the statement.

**Table: 4.16. The corporation’s ways of interaction with the government as a company**

			At what Category of Staff Members do you belong				Total	
			Top level manager	middle level manager	lower level manager	key employees		
Do the corporation as a company uses different ways of interaction with the government?	Strongly disagree	Count	0	0	0	10	10	
		% of Total	0.0%	0.0%	0.0%	15.2%	15.2%	
	Disagree	Count	0	2	2	18	22	
		% of Total	0.0%	3.0%	3.0%	27.3%	33.3%	
	No opinion	Count	0	1	0	15	16	
		% of Total	0.0%	1.5%	0.0%	22.7%	24.2%	
	Agree	Count	3	5	1	6	15	
		% of Total	4.5%	7.6%	1.5%	9.1%	22.7%	
	Strongly agree	Count	0	0	0	3	3	
		% of Total	0.0%	0.0%	0.0%	4.5%	4.5%	
	Total		Count	3	8	3	52	66
			% of Total	4.5%	12.1%	4.5%	78.8%	100.0%

**Source: Survey Result, 2020**

The above table shows, 10(15.2%) of the respondents strongly disagreed with the statement, 22(33.3%) of them disagreed, 16(24.2%) have no opinion whether the corporation uses different ways of interaction with the government or not, 15(22.3%) agreed with the statement, 3(4.5%) strongly agreed with the statement. This shows that most the respondents 22(33.3%) disagreed.

## CHAPTER FIVE

### SUMERY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

#### 5.1 Summary of Major Findings

Chapter five of this part presents the conclusion and recommendations. The purpose of this chapter is to give a general summery about the whole study with the highlight for future research directions based on the findings. The broad conclusion is drawn from the findings of the results. Then after, based on the findings the researcher put some recommendations under this chapter.

**Hence the study summarizes the following results based on the descriptive statistics.**

1. In case of practicing futures of integrated corporate communications my findings have been concluded that the corporation have a weak dysfunction in its; Clearly identified corporate communications objectives that are consistent with other Organizational objectives, Planned approach which covers the full extent of corporate communications activities in a coherent and synergistic way, Effective management and integration of all communications activities and people involved, Exploitation of a range of promotional tools - all elements of the communications mix including personal and non-personal communications, Use of a range of messages - brand (corporate and products) propositions should be derived from a single consistent strategy. This does not necessarily imply a single, standardized message. Integrated corporate communications effort should ensure that all messages are determined in such a way as to work to each other's mutual benefit or at least minimize incongruity, Use of a range of media - defined as any 'vehicle' able to transmit corporate communication messages and not just mass or printed media. And in the corporation's Coverage of a range of target audiences embracing all relevant stakeholders and publics, Effective management of all forms of contact which may form of the basis of corporate Communications activity, Effective management and integration of all communications activities and people involved, disagreed the respondents as the corporation not gone yet far in practicing the futures of integrated corporate communications.
2. For the question whether the corporation has constraints to implement the integrated corporate communication or not; it was concluded in the research, that the corporation



has a problem in implementing ICC. The main constraints was mainly due to mind set, Structure of organization, managerial ability as it was checked from the disagreement of respondents.

3. In the leaders response in practicing integrated corporate communication as a system; it was found from my study that, they did not have parallel management Of the communication of stockholders, customers and the corporation, and this shows that they did not have a good response in practicing ICC system.

## **5.2 Conclusion**

As assessed integrated corporate communication in Addis Ababa small and medium manufacturing cluster Development Corporation, the findings proved that the corporation has to transform the following findings First the rate of the corporation in keeping the moral, loyalty, and job satisfaction of its employees was poor. Secondly, profile assessment of quality of Integration and Inter-organization integration was very weak synergy and weak synergy respectively. So the quality of synergy must be improved thirdly, the main barriers of implementing ICC with in the corporation are mandate alienation with policy of government and the organizational structure. Fourthly, the initiation to implement ICC with the corporation at focus of communication to the external communication, attention to employee issues, Parallel Management Of the communication of stockholders, customers and the corporation and ways of interaction with the government needs a radical change.

Based on my assessment of the study, the organization's public relation acquire emphasis of effective procedure in order to facilitate it's over all the internal and external corporate objectives. The same is true in its human resource that needs the staff member to have full trust in the company in order to bring mission completion and bringing the corporation to sustainability. In the case of organization's structure, it seeks ways to improve at a systematic way of information and database system integration, corporate and utilized integration and geographical integration. In general the corporation has to diagnostic all its system of implementing the integrated corporate communication.

### **5.3 Recommendation**

The backbone of this study has brought the finding of assessment of integrated corporate communication in case of small and medium manufacturing cluster Development Corporation and the recommendation for the main findings as follows;

The leaders of the corporation should look insight themselves in case of their competency in order to manage and integrate all communications activities and people involved, identifying and recognizing the impact of all product/brand communications on corporate communications, exploiting a range of promotional tools-all elements of the communications mix including personal and non-personal communications, ensuring that all messages are determined in such a way as to work to each other's mutual benefit or at least minimize incongruity, to use of a range of media - defined as any 'vehicle' able to transmit corporate communication messages and not just mass or printed media, needs an effective and competent management.

Managerial approach of the corporation to integration has to take the widest view both strategic and tactical system and the structure of the organization should be restructured with the mandate of the corporation.

In its simplest form, integrated corporate communication is the bringing together of all relevant corporate communication activities, hence the corporation has to manage all communication of stockholders, customers and the corporation parallel.

### **5.4. Future Research Directions**

In ahead, with the countries' industrial park development program, the Addis Abbas's small and medium manufacturing cluster Development Corporation can be carried additional study taking this study as an input in the organizations structure, so interested researchers can extend the same topic by incorporating more variables.

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**ANNEX 1**  
**RESEARCH QUESTIONNAIRES**

**St. marry university**  
**School of graduate studies**  
**Masters of marketing management program**

Questionnaires filled by the staffs of the corporation

Dear Staff Member/ Respondent:-

The purpose of this questionnaire is to collect data from leaders and employees of small and medium manufacturing industry cluster Development Corporation for Conducting Masters of marketing management thesis on the title “Assessment of Integrated corporate communication”.

I kindly request you to spent your precious time to fill this questionnaire as frank as and reasonable as possible. I inform you that, the information you provide will be consumed for academic purpose only. It will be handled in a confidential manner and will not be used to identify you in any way. Therefore, you all are not expected to write your name.

Please answer all questions. If you are interested to have further information about this study, or have any problem in filling this questionnaire you can contact me:

HAFTOM REDAE BERHE

Cell phone no: +251-9-21-40-56-13

E-mail: hrnana10@gmail.com

Thank you for everything

**General instruction:**

1. Pleas indicate your answers by using (√).
2. Pleas select only one among the given option in the likers scale.

## Part1. Demographic information of the corporation

### 1. Age group

Below 30  31-40  41-50  above 51

### 2. Gender

Male  female

### 3. Marital statue

Married  single  divorced  widowed

### 4. At what Category of Staff Members do you belong?

Top level manager  Middle level manager  Lower level manger  Key employs

### 5. Level of education

Certificate  first degree  second degree  PhD

### 6. Monthly salary

<1,500  1,501-2,500  2,501-4,000  4,001-7,000  7,001-10,000  >10,000

### 7. How would rate the corporation as a company to work for compared to other company

Very good  good  Moderate  poor  very poor

### 8. How do you rate the organization commitment in keeping the morale, loyalty, and job Satisfaction of its employees?

Very good  good  Moderate  poor  very poor

**Part2. Profile Assessment of “quality of integration” at small and medium manufacturing industry cluster Development Corporation**

No	Dimensions of integration	Very strong dysfunction	Strong dysfunction	Weak dysfunction	Very weak dysfunction	Very weak Synergy	Weak Synergy	Strong Synergy	Very strong Synergy
9.	Promotional mix integration								
10	Promotional mix with marketing mix integration								
11	Creative integration								
12	Intra-organization integration								
13	Inter-organization integration								
14	Information and database system integration								
15	Target audience integration								
16	corporate and unitized integration								
17	Geographical integration								

**Part3. Questions for the barrier of implementing integrated corporate communication in the Corporation.**

Please indicate your opinion regarding the barriers to implement integrated corporate communication in your organization by using (√). Where: Strongly disagree (1), disagree (2), No opinion (3) agree (4), strongly agree (5)

No	Statement	Strongly disagree	Disagree	No opinion	agree	Strongly agree
18	Do you think the mandate of the corporation is alien with policy of the government					
19	Do you feel that competency of the leaders is enough to implement the integrated corporate communication					
20	Is the organizations structure well organized?					
21	Do you think political current affairs can affect to implement integrated corporate communication?					

**Part 4, Questions about the leader’s initiation to implement integrated corporation communication**

Please indicate your opinion regarding the barriers to implement integrated corporate communication in your organization by using (√). Where: Strongly disagree (1), disagree (2), No opinion (3) agree (4), strongly agree (5)

No	Statement	Strongly disagree	disagree	No opinion	agree	Strongly agree
22	Do you believe that the corporation’s human resource is well professional?					
23	The corporation gives focus of communication to the external issues					
24	The corporation gives attention to the customer matters					
25	The corporation gives attention to employee issues					
26	Do you think the corporation manages the communication of stockholder, customer and organization parallel?					
27	Do the corporation as a company uses different ways of interaction with the government?					

Thank you!!



**ANNEX 2**  
**የምርምር መጠይቆች**

ቅድስት ማሪያም ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ቤት

በማርኬቲንግ ማኔጅመንት መርሐ ግብር ሁለተኛ ዲግሪ

በኮርፖሬሽን ስራተኞች የሚሞላ መጠይቅ

ውድ የተቋሙ ስራተኞች /መላሾች:

ይህ መጠይቅ የቀረበበት ምክንያት «የተጣመረ የድርጅታዊ ተግባራት ግምገማ» [አሰሰመንት ኦፍ ኢንቴራግሬትድ ኮርፖሬት ኮሚኒኬሽን] የተባለ እና በማርኬቲንግ ማኔጅመንት ትምህርት ሁለተኛ ዲግሪ ለመስራት ከአነስተኛ እና መካከለኛ የምርት ኢንዱስትሪዎች ክላስተር ልማት ድርጅቶች መሪዎች እና ሠራተኞች መረጃዎቻን ለመሰብሰብ ዓላማ ነው።

ውድ የሆነ ጊዜዎን ሰጥተውኝ ይህንን መጠይቅ በመሙላትዎ እና በሚቻልዎት አቅም ዕውነተኛና አሳማኝ የሆነ ምላሽ እንዲሰጡኝ በትህትና እጠይቃለሁ። ደግሞም እርስዎ የሚሰጡን መረጃ አገልግሎት ላይ የሚውለውል ትምህርት ዓላማ ብቻ መሆኑን ላሳውቅዎ እወዳለሁ። ምስጢርን በጠበቀ ሁኔታ የሚያገዝ ሲሆን እርስዎን ለይቶ ለማውጣት በምንም መንገድ የማልጠቀምበት ይሆናል። ስለዚህ ስምዎን መጻፍ አይጠበቅብዎትም።

እባክዎን ሁሉንም ጥያቄዎች ይመልሱልኝ። ስለዚህ ምርምር ምንም ዓይነት ተጨማሪ መረጃ ቢያስፈልግዎት ወይም መጠይቁን ለመሙላት ምንም ዓይነት ችግር ቢገጥምዎት እኔን ሊያገኙኝ ይችላሉ።

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**ስለሁሉም አመሰግናለሁ!!**

**አጠቃላይ መመሪያ**

- 1. እባክዎን ምላሾችዎን ሲያመለክቱ የ (✓) ምልክት ይጠቀሙ
- 2. እባክዎን በእስማማለሁ /አልስማማም ሚዛኑ መሠረት ከተዘጋጁት አማራጮች አንዱን ብቻ ይምረጡ

**ክፍል አንድ: ስነ ህዝባዊ የኮርፖሬሽን መረጃ**

1. ዕድሜዎን የሚወክለው ደረጃ

ከ30 በታች  31-40  41-50  ከ51 በላይ

2. ጾታ

ወንድ  ሴት

3. የትዳር ሁኔታ

ያገባ/ች  ያላገባ/ች  የተፋታ/ች  የሞተበ/ባት

4. ባለ-በት ተቋም በምን ስራ ደረጃ ላይ ይገኛሉ

በከፍተኛ ደረጃ የስራ ኃላፊነት  በመካከለኛ ደረጃ የስራ ኃላፊነት  በታችኛው ደረጃ ኃላፊነት  በባለሞያነት

5. የትምህርት ደረጃ

ስርተፊኬት  የመጀመሪያ ዲግሪ  ሁለተኛ ዲግሪ  ፒ/ኤች/ዲ

6. ያልተጣራ ወርሃዊ ደመወዝ

ከ1,500 በታች  ከ1,501-2,500  ከ2,501-4,000  ከ4,001-7,000   
ከ7,001-10,000  ከ10,000 በላይ

7. ኮርፖሬሽኑን እንደ ድርጅት ከሌሎች ድርጅቶች ጋር በማስተያየት ምን ዓይነት ደረጃ ያወጡለታል?

በጣም ጥሩ  ጥሩ  መካከለኛ  ደካማ  በጣም ደካማ

8. እርስዎ የሚገኙበት ድርጅት የሠራተኞቹን ሞራል፣ ታማኝነት እና የሥራ ርካታ ለመጠበቅ ያለውን ቁርጠኝነት እንዴት ይመለከታል?

በጣም ጥሩ  ጥሩ  መካከለኛ  ደካማ  በጣም ደካማ

**ክፍል ሁለት: «የጥምረት ጥራት ደረጃ» [ኪሊቲ ኦፍ ኢንቲግሬሽን] ግምገማ ፕሮፋይል**

**ሰነጠረዥ1. የጥምረት ጥራት መለኪያ ፕሮፋይል (A Profile of ‘Quality of Integration’ to be assessed (David Pick ton Measuring integration))**

ተ.ቁ.	የጥምረት መለኪያ	በጣም ከ ፍተኛ ችግር ያለበት	ከፍተኛ ችግር ያለበት	በመጠ ኑ ችግር ያለበት	በጥቂ ቱ ችግር ያለበት	በጣም ደካማ ጥምረ ት	ደካማ ጥምረ ት	ጠንካ ራጥም ረት	በጣም ጠንካራ ጥምረ ት
9.	አጠቃላይ የኮርፖሬሽን የኮሚዩኒኬሽን አግባቦች								
10.	አጠቃላይ ተቋሙ የሚሰጠው አገልግሎት የሚያተዋውቅበት መንገዶች								
11.	ውጤታማ እና የተቀናጀ ጥምረት								
12.	የኮርፖሬሽን የውስጥ ለውስጥ ኮሚዩኒኬሽን								
13.	ኮርፖሬሽን ከአጋር አካላት ጋር ያለው የኮሙኒኬሽን ጥምረት								
14.	የተቀናጀ ዘመናዊ የመረጃ ልውውጥ ሂደት								
15.	ኮርፖሬሽን ማምረቻና መሸጫ ቦታዎችን ከተከራዩ ደንበኞች ጋር ያለው ኮምዩኒኬሽን ሂደት								
16.	የኮርፖሬሽን የስራ ክፍሎች እራሳቸውን ከማስተዋወቅ አኳያ								
17.	የክለስተር አደረጃጀት እና የአሰራር ጥምረት								

**ክፍል ሶስት. በድርጅቱ ውስጥ የተጣመረ ድርጅታዊ ተግባራትን ለመተግበር ተግዳሮት የሆኑ ነገሮችን የሚመለከት መጠይቅ**

እባክዎን በእርስዎ ድርጅት ውስጥ የተጣመረ ድርጅታዊ ተግባራትን ለመተግበር ተግዳሮት የሆኑ ነገሮችን በሚመለከት ያለዎትን አስተያየት የ ✓ ምልክት በመጠቀም፡ በጣም አልስማማም (1)፣ አልስማማም (2)፣ ግድ የለኝም (3)፣ እስማማለሁ (4)፣ በጣም እስማማለሁ (5) በማለት ይምረጡ።

ተ.ቁ	ዕረፍተ ነገር	በጣም አልስማማም	አልስማማም	አላውቅም	እስማማለሁ	በጣም እስማማለሁ
18.	የኮርፖሬሽኑ ዓላማ ከመንግስት ፖሊሲ ጋር የተናጠበ ነው					
19.	የተቋሙ የአመራሮች ብቃት ተቋማዊ ጥምረትን ተግባራዊ ለማድረግ ብቁ ናቸው					
20.	የድርጅቱ መዋቅር በጥሩ ሁኔታ የተደራጀ ነው					
21.	ነባራዊ የፖለቲካ ሁኔታዎች የተጣመረ ድርጅታዊ ተግባራት እንዳይተገበር ተጽዕኖ ይኖረዋል					

**ክፍል አራት: የተጣመረ ድርጅታዊ ተግባራት እንዲተገበር አመራሮች ስላላቸው ተነሳሽነት የሚመለከቱ ጥያቄዎች (Questions about the leader's initiation to implement integrated corporation communication)**

እባክዎን የተጣመረ ድርጅታዊ ተግባራት በእርስዎ ድርጅት ውስጥ እንዳይተገበር እንቅፋት ስለሚሆኑ ነገሮች በሚመለከት የሚኖርዎትን አመለካከት፡ በጣም አልስማማም (1)፣ አልስማማም (2)፣ ግድ የለኝም (3)፣ እስማማለሁ (4)፣ በጣም እስማማለሁ (5) በማለት ይምረጡ።

ተ.ቁ	ዓረፍተ ነገር	በጣም አልስማማም	አልስማማም	አላውቅም	እስማማለሁ	በጣም እስማማለሁ
22.	የተቋሙ ሰራተኞች በሞያቸው ብቁ ናቸው					
23.	ድርጅቱ የተግባራት ትኩረት የሚያደርገው ከውጭ ለሚነሱ ጉዳዮች ነው					
24.	ድርጅቱ ለደንበኞች ጉዳይ ትኩረት ይሰጣል					
25.	ድርጅቱ ለሰራተኞች ጉዳይ ትኩረት ያደርጋል					
26.	ድርጅቱ የባለድርሻዎችን፣ የደንበኞችን እና የድርጅቱን ተግባራቶች በትይዩ ያስተናግዳል					
27.	ኮርፖሬሽኑ እንደ ተቋም ከመንግስት ጋር ከሙዩኒኬሽን ለመፍጠር የተለያዩ መንገዶችን ይጠቀማል					

**አመሰግናለሁ!**