

**THE INFLUENCE OF CORPORATE COMMUNICATIONS ON
EMPLOYEE VALUE SYSTEMS: A CASE STUDY OF NATIONAL
MICROFINANCE BANK-PLC**

By
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K50/76672/2009

**A Research Project submitted to the School of Journalism and Mass Communications,
University of Nairobi in partial fulfilment for the award of Master of Arts Degree in
Communication Studies.**

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DECLARATION

I, Lila Sayi Mandu, declare that this Research Project is my original work, and that it has not been presented to any other University for a similar or any other degree award.

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CERTIFICATION

The undersigned certifies that this dissertation titled: *The influence of Corporate Communications on employee value systems; A case study of NMB-PLC*, qualifies for submission in the School of Journalism and Mass Communication at The University of Nairobi, in partial fulfillment of the requirements for the award of Masters of Arts Degree in Communication Studies.

Signed..........

Dr. Mbeke Peter Oriare

Date.....21/11/2011.....

DEDICATION

This work is dedicated to my young brothers Samuel K. Mandu, Paul G. Mandu, Gideon B. Mandu and Hezekia D. Mandu. Also, to my Sisters Esther M. Mandu, Naomi D. Mandu, Ng'wasi D.Mandu and Rahel D. Mandu.

ACKNOWLEDGEMENT

“Glory be to God...” is always my first utterance after every achievement, He still reigns and He is in control. I thank HIM for taking me this far and indeed to me this is a prayer answered. I would like to express my appreciation to all those who supported me during my study. I sincerely thank my parents for the upbringings and their prayers throughout my studies and in my life as a whole. To my darling wife, Restiely Pearson and my wonderful son Elibariki Mandu Lila, thank you for your jokes, smiles, prayers and encouragements.

My thanks go to St. Augustine University of Tanzania (SAUT) for sponsorship that facilitated accomplishment of my studies. Thanks to Dr. Jacob Ilkiuyoni and Mr. Anthony Kondela.

This work would have not been the way it is without the support of my supervisor Dr. Mbeke Peter Oriare whose supervision, constructive challenges, encouragements and contributions helped me in all the stages of writing this dissertation.

Also, thanks go to Mr. Albert Tibaijuka, Denis Ikachoi, Prudence Rwehabura, Faraja Ndaru, Kaji Bulengela, Mukoyi Musagasa, Miss. Adelyne Mpuya, Selina Luhizo and Cezalia Buyenza for their moral and professional support throughout my studies and during writing this dissertation.

My grateful thanks go to Kennedy Arthur Wainyragania, Kulola Lubotola, Pastor Lusekelo Mwakalindile and Sr. Editruda Alfredy Mbegu for their company during my studies. I express my thanks to Mr. Asenga Restus, Chacha Borondo, Abius Mlengwa, Kalisto Mfuse, Denis Mwila, Peleus Mutta and Focus Lubende for their support and contributions that were essential during field work and compilation of this dissertation.

I am also grateful to the officials of NMB-PLC headquarter offices in Dar-Es-salaam. MR. Beda Marwa (Senior Manager-Human Resources), Madam Shyrose Bhanji (Head of PR Department), Mr. Waziri Barnabas (Chief financial Controller), their patience and willingness to participate in the key informant interview and also in sharing the required documents, are highly appreciated.

I would like to express my thanks to all my colleagues from the M.A Communications studies class (2009/2011) for their support and contributions during my studies and compilation of this dissertation. I am especially indebted to Chacha Shadrack, Kahuthu John, Ann Mwale, Stephen Mwangangi, Consolata Mutisya, and Bernard Lang'at among others. THANK YOU ALL.

ABSTRACT

This study examined the influence of corporate communications on employees value systems; a case study of NMB-PLC. It was guided by the following specific objectives; to establish Corporate Communication strategies used by NMB – PLC, to identify the values which have led to achieving organizational goals at NMB- PLC, to find out the influence that Corporate Communications has on employee value systems and finally to recommend ways on how NMB - PLC can promote value-based messages in corporate communication programs.

This study provides useful knowledge on how company's values, when communicated properly, facilitate both personal and organizational goals attainment. Thus, the Systems Theory was used to explain the different environments in which corporate communications take place and how the coordination of inputs, processes and outputs in the organization as a system; can influence values of the employees. Moreover, the Human Relations Theory was also useful in explaining how Managers and employee behave in their formal and informal interactions.

On methodology, a case study design was applied to describe in detail, in context and holistically the unit under study. Purposive sampling was used to select Dar-Es-salaam so as to get the key respondents (NMB-PLC internal publics) at the headquarters. To collect data; this study used questionnaires and interview schedules with some respondents. Document analysis was also applied to enhance credibility and validity of the findings in this study. The study involved 50 respondents.

Data were analyzed using both qualitative and quantitative research methods. Statistical Package for the Social Sciences (SPSS) was used to analyze data from the survey questionnaires. Descriptive statistics such as frequency distribution tables and pie charts were used to summarize and organize the data in a clear and elaborate approach.

It was found that NMB-PLC uses a number of Corporate Communication strategies (print and electronic), of which some are effective in influencing employee values, while some are not. The difference was said to be on how they are prepared and their accessibility to the employees.

Furthermore, different values were said to be contributing to the success of NMB-PLC very highly, highly and moderately. However, they were all founded on eagerness, ownership, customer focus, team work, integrity and compliance, which are core values at NMB-PLC.

The study concluded that since organizations always need to share with employee's critical information and because Corporate Communication can influence employee value systems; organizations should not only engage in communicating to the external publics but also create and implement effective Corporate Communication strategies, to build a strong value system among employees. This will enable sharing the values within the organization hence facilitate policy and decision making benchmarks and improve organizational performance.

TABLE OF CONTENTS

Declaration.....	i
Certification	i
Dedication	ii
Acknowledgement	iii
Abstract	iv
Table of contents.....	vi
Abbreviations	ix
List of tables.....	ix
List of figures.....	x
CHAPTER ONE	1
1.0 Introduction.....	1
1.1 Background of the study	1
1.1.1 Corporate communication.....	3
1.1.2 Value systems	5
1.1.3 NMB Public Limited Company	5
1.2 Statement of the research problem.....	6
1.3 Research questions.....	7
1.4 Objectives of the study.....	8
1.4.1 General objectives.....	8
1.4.2 Specific objectives	8
1.5 Justification and significance of the study	8
1.6 Scope of the study	10
1.7 Limitations of the study	10
1.8 Operational definition of key terms	10

CHAPTER TWO	14
2.0 Literature Review	14
2.1 Value systems in organizations.....	14
2.1.1 Typologies of organizational cultures.....	15
2.1.2 Implications of value systems in an organization	17
2.2 The corporate communication process	19
2.2.1 Reasons for corporate communication programs	21
2.2.2 Approaches to corporate communication	23
2.2.3 Corporate communications at NMB-PLC	28
2.3 Theoretical framework.....	29
2.3.1 Systems Theory.....	29
2.3.2 Human Relations Theory	33
2.4 Research gap	35
CHAPTER THREE	37
3.0 Methodology	37
3.1 Research design	37
3.1.1 Quantitative approach	38
3.2 Research site	38
3.3 Population and sample	38
3.4 Data collection procedures.....	39
3.5 Data analysis	41

CHAPTER FOUR	42
4.0 Presentation of Findings and Data analysis	42
4.1 Characteristics of the respondents	43
4.2 The findings	46
CHAPTER FIVE	70
5.0 Discussion of the findings	70
5.1 Corporate Communication strategies used by NMB-PLC.....	70
5.2 Values which have led to achieving organizational goals at NMB-PLC.....	75
5.3 The influence of Corporate Communications on employee value systems	77
5.4 Current situation on NMB-PLC Corporate Communication Messages about Employee value systems.....	81
CHAPTER SIX	84
6.0 Conclusions and Recommendations	84
6.1 Conclusions.....	84
6.2 Recommendations.....	85
References	87
Appendices.....	91

Abbreviations

- **CSR:** Corporate Social Responsibility
- **CRDB:** Community Rural Development Bank
- **NFAD:** NMB foundation for Agriculture Development
- **NMB:** National Microfinance Bank
- **PLC:** Public Limited Company
- **PR:** Public Relations
- **URT:** The United Republic of Tanzania
- **TANESCO:** Tanzania National Electricity Supply Company
- **ICT:** Information and Communication Technology

LIST OF TABLES

Table 1.8.1 Some examples of Values and their indicators.....	13
Table 4.1.1 Gender distribution of the respondents.....	43
Table 4.1.2 Age distribution of the respondents.....	43
Table 4.1.3 Level of education of respondents.....	44
Table 4.1.4 Experience of the respondents in the organization.....	45
Table 4.2.1 Identifying the values that have led to success at NMB – PLC.....	53

LIST OF FIGURES

Figure 4.2.1 Managers responses on the extent to which Corporate Communication influence Employee's value systems at NMB – PLC.....	55
Figure 4.2.2 Junior staff responses on if they agree that Corporate Communication influence Employee's value systems at NMB – PLC.....	56
Figure 4.2.3 The contribution of CSR in influencing employee value systems at NMB-PLC.....	58
Figure 4.2.4 The contribution of Annual reports in influencing employee value systems.....	59
Figure 4.2.5 The contribution of publications in influencing employee value systems.....	60
Figure 4.2.6 The contribution of training opportunities in influencing employee values.....	61
Figure 4.2.7 The contribution of direct & electronic mails in influencing employee values.....	62
Figure 4.2.8 The contribution of social activities in influencing employee values.....	63
Figure 4.2.9 The contribution of staff meetings in influencing employee values at NMB – PLC...	64
Figure 4.2.10 The contribution of conferences & seminars in influencing employee values.....	65
Figure 4.2.11 Responses from senior managers about effectiveness of Corporate Communication in influencing employee value system at NMB-PLC.....	66
Figure 4.2.12 Responses from other employees/junior staff about effectiveness of Corporate Communication in influencing employee value system at NMB-PLC.....	67

CHAPTER ONE

Introduction

This chapter comprises a background of the study, statement of the problem, research questions, and objectives of the study, justification and significance of the study. It also comprises the scope of the study, study limitations and definition of key terms.

1.1. Background of the study

Contemporary communication scholars describe communication as an ever continuing process and an integral part of the world of all living things, an individual as well as a social need¹. It is not only a mere transmission of information from one place to another, but rather an interactive process with exchanging and sharing of experiences, information in a particular communication context.

Based on that, there is always a purpose for any communication process, and thus it is important to consider the effects or impact of a given communication process. Therefore, communication should not be separated from the culture of the people involved; it can influence human behaviour and mannerism, through exchanging ideas, thoughts, skills, knowledge, beliefs, attitudes and social values.

For instance, how people behave in certain areas at certain times and contexts, is believed to be influenced by their communication orientation among other factors. This can be experienced in various levels of communication; ranging from intrapersonal, interpersonal, group, and corporate communications.

¹ Kalyani Suresh: Development of Human communications, found [o] at <http://www.peoi.org/Courses/Coursesen/mass/mass1.html>. Accessed on 13 October 2010

In many organisations, there are professional codes of conduct or values which are to be put in place for the organisation to achieve its goals. It is through communication where employees are always informed of both the wrong and the correct procedures of the organisation operations. However, in most cases, corporate communication has been overemphasising on the external publics while putting little efforts or neglecting the internal publics (employees at various management levels).

Globally, the beginnings of Corporate Communications or Public Relations (PR); dates back from the production of farm bulletins in Iraq, the activities of the Indian King's spies, and the famous Greece -*Vox populi, vox dei* phenomenon, England- Lord Chancellors and the Catholic Church- *Congregatio de Propaganda*. (Cutlip, Center and Broom 2006).

Likewise, Akpabio (2009) writes that one can find ancient roots of Public Relations in the African continent in the town crier, gatherings in the village square, drum beating and the rhetoric of chiefs. He also quotes other scholars like Desmond Wilson (2008), Ugboajah, (1986), Mbeke, (2009) and Rosenberg, (2009), who see the role of the African traditional communication forms extended beyond just reaching persons to changing their perspectives, something consonant with early PR practice.

Historically, Corporate Communications has been growing through different phases and applied as a tool to persuade and influence people's actions and behaviours in different places.

In Tanzania, Corporate Communication has undergone drastic changes just like the media, from the early socialism days in the country to the current liberalized mass media. There has been a shift from the early corporate sycophancy by some PR practitioners to a more professional approach to their duties in the recent. Most organizations now view Corporate Communication as an indispensable management tool and they are now aware that they need Corporate Communication to communicate with their publics more than ever before.

Most big corporate organizations have PR departments headed by PR managers, and their departments have moved from subordinate positions to executive roles in management, finance and marketing mix. Organisations like TANESCO, CRDB Bank, Tanzania Breweries, Vodacom Tanzania Ltd, Airtel, Zantel and TiGo mobile operators, among others have invested heavily in mass media campaigns to project an image of good corporate citizenship.

1.1.1 Corporate communications

This refers to the activities undertaken by an organization to pass on information both to its own employees and to its existing and prospective customers and the general public². Employees and stakeholders constitute the internal publics; while the media, government, industry bodies and educational institutes among others, form the external publics.

² See "What is Corporate Communication?" Retrieved from <http://www.hrdictionary.com/definition/corporate-communication.html>, on 10th June 2011

An organization needs to talk the same message to all of its publics, in order to transmit coherence, credibility and ethics. If one of these points is broken, the whole community can make the organization disappear. Kazoleas and Wright (2001:472) write that, poor communication in organizations slows productivity, reduces quality, can create turnover, and can contribute to a negative culture/climate. Frustrations, fear, uncertainty, dissatisfaction, and a sense of hopelessness often co-exist in organizations with poor communication systems. Therefore, employees need information to do their jobs and to reduce uncertainty in the face of ambiguity or crisis.

Corporate Communications help the organization to build its message, combining its vision, mission and values and also support the organization by communicating its message, activities and practices to all of its publics. Fisher (2007:4) writes that Corporate Communication or organisational communication is part of an ongoing process that includes patterns of interaction between organisation members that both emerge from and shape the nature and actions of the organisation and the events within it.

Corporate Communication is thus an evolutionary, culturally dependent process of sharing information and creating relationships in environments designed for manageable, goal-oriented behavior. Hence, the nature and processes of corporate communication are likely to influence behaviours and actions of the employees, because the values and professional codes of conduct for the employees are always integrated and communicated through the mission statement, vision and goals of the organisation.

1.1.2 Value systems

These refer to a set of ideas or perceived ways of doing things or behaving in a social setting. According to Nzuve (2007:19), values contain a judgmental element in that they carry an individual's idea as to what is right, good or desirable. Values are important in the examination of organizational/corporate behaviour because they lay a foundation for the understanding of attitudes and motivation, and also influence our perception.

Employees in any organization are aware of what is correct and what is wrong in their organization (the professional code of conduct). Their behaviour in the organization and attitudes towards the organization will be influenced by the different sources of value system or socialization agents like; the influence from parents, teachers, friends and relatives. As from that, values are relatively stable and enduring both at personal level and in organizational level.

1.1.3 NMB Public Limited Company

The National Microfinance Bank (NMB) was established in 1997, following the National Microfinance Bank Limited Incorporation Act³. In 2005, The Government of the United Republic of Tanzania (URT) started the privatization process and sold part of its shareholding (49%) to a consortium led by the Coöperatieve Centrale Raiffeisen-Boerenleenbank B.A. ('Rabobank Group'). In 2008, the Government reduced its share to 30% through the sale of shares to the general public in an IPO (16%) and to the NMB

³ See http://www.nmbtz.com/index.php?option=com_content&view=article&id=154&Itemid=191

staff (5%). NMB became listed on the Dar es Salaam Stock Exchange on 6th November, 2008.

NMB is the largest bank in Tanzania, both when ranked by customer base and branch network⁴. With over 139 branches the bank is located in more than 80% of Tanzania's districts. This broad branch network distinguishes NMB from other financial institutions in Tanzania. The bank is currently working to enhance branch network in order to provide access to capital to citizens in all areas of Tanzania, including the most remote.

NMB Public Limited Company offers a wider range of services including the following; Personal Account , NMB Bonus Account , School Savings Account, NMB Junior Account, Student Account , Foreign Currency Account , , NMB Mobile , NMB Salary Alert , Salaried Workers Loan , Personal Loan, Pensioner's Loan and NMB Pesa Fasta.

1.2 Statement of the problem

Many organisations today, struggle to promote ethical codes of conduct among their employees. However, little attention is being paid on the contribution of Corporate Communications to influence employee's ethical values, which are expected to guide behaviours in different situations in the organisation. This undermining has led to a lot of inconsistencies, misconceptions and misinformation, lack of awareness and poor reinforcement on what is wrong and what is right in organisational settings. With that negligence, realizing successfully organisational goals is becoming difficult or challenging in some corporate organisations.

⁴ ibid

Yet managers constantly use different forms of communication to communicate the organisational rules and expectations to the workers. Such trends aim to maximize efficiency and effectiveness in production of goods and services, especially in the current globalised world with intense competition, and in the long run help realize successfully the pre-set organisational goals.

The case study for this project was NMB - PLC. Being the large Banking Institution in Tanzania, with more than 139 branches countrywide; it is perceived as having high staff morale with a consistent value system. This study therefore, examined the role Corporate Communications has played in realizing that success. The associated gaps on the influence of Corporate Communications on NMB - PLC employee's value system were also examined and a way forward is suggested.

1.3 Research questions

- 1.3.1 What Corporate Communication strategies do NMB - PLC use?
- 1.3.2 What are some of the values which have contributed to the success of NMB - PLC as a banking institution in the country?
- 1.3.3 What influence does Corporate Communications have on employee value systems?
- 1.3.4 How can NMB – PLC promote value-based messages in Corporate Communication programmes?

1.4 Objectives of the study

1.4.1 General objective

The overall objective of this study was to assess the influence of Corporate Communications on employee's value systems.

1.4.2 Specific objectives

This study aimed to realize the following specific objectives:-

- i. To establish Corporate Communication strategies used by NMB – PLC
- ii. To identify the values which have led to achieving organizational goals at NMB- PLC.
- iii. To find out the influence that Corporate Communications has on employee value systems.
- iv. To recommend ways on how NMB - PLC can promote value-based messages in corporate communication programs.

1.5 Justification and significance of the study

There have been inadequate empirical studies to examine closely the contribution of communication programs on building, shaping and maintaining employee's value systems in the company under study. In addition, the implications of such inadequacies, particularly on undermining corporate communication have not been empirically studied or scientifically quantified. Therefore, a company based assessment of the influence of corporate communication on employee's value system was considered important and indeed, timely.

The necessity emanates from the ground that much of the studies have been conducted on the general practices of Public Relations, while in essence there is a growing influence of strategic communication in the corporate world, and this is the key justification to conduct this study.

Therefore, this study provides a scientific knowledge that can also be used to inform decision and policy makers on the inter-relationships between corporate communication and value systems. Findings from this study are useful in creating awareness to managers and employees on the influence of corporate communication on the organisations value system, and how the values, when communicated properly, facilitate both personal and organisational development.

In addition, the findings contribute to the existing knowledge and debate on the relationships between corporate communication and value systems and their dynamics in different organisations, institutions and companies.

Furthermore, findings from this study enable government departments and ministries to restructure their communication policies and programs to address clearly the question of values and how they promote organisation's development both in corporate and other types of organisations in general.

This study is an important contribution to the knowledge and practices of Corporate Communications in most of the corporate organisations where it can be accessible, both in Tanzania and outside the country.

1.6 Scope of the study

This study focused on NMB Public Limited Company head offices in Dar-es-salaam. The head office was considered appropriate and researchable since it gave a reflecting corporate picture of what is going on even in the other branches not covered with this particular study.

1.7 Limitations of the study

1.7.1 This study was only limited to respondents from NMB Public Limited Company head offices because of its design and resource constraints.

1.7.2 The time and funding required for this study was also limited, hence difficult to study a large population of respondents in the case study organisation.

1.8 Operational Definition of key terms

The following terminologies will be defined in the context of this study:-

- **Congregatio de Propaganda:** Congregation, for the Propagation of the Faith, an organization of Roman cardinals founded in 1622 to carry on missionary work (*The Encyclopædia Britannica Online*). It is also considered among the early practice of PR/Corporate Communication through Propaganda.
- **Corporate:** An institution/organisation that is run on business goals and principles. It includes both profit making organisations and non-profit ones like parastatals and charities.

- **Corporate communications:** Refers to all communication activities done by a corporate organisation to both its internal and external publics. For instance, Annual reports, press releases/conferences, publicity campaigns, advertising, sponsorship, newsletters, leaflets, brochures etc.
- **Customers:** In this study, customers will mean individuals, a group of people or an organization that buys goods and/or services from NMB - PLC.
- **Employees:** People who are paid to work for someone else, for an organisation, a company or an institution. They are also called workers.
- **External publics:** These are people, other organisations or institutions related to a particular organisation. For instance, consumers, government departments, dealers, suppliers, members of the community, and the mass media.
- **Internal publics:** These are close or immediate actors and stakeholders within the organisation management structure. They consist of workers, supervisors, clerks, executives and boards of directors. (Seitel, 2001)
- **Public Limited Company:** In this study it will refer to a type of a limited company whose shares may be sold to the public, it is usually abbreviated as PLC in legal terms, especially commonwealth jurisdictions.
- **Public Relations:** Is the art and social science of analysing trends, predicting their consequences, counselling organisation leaders and implementing planned programmes of action which serve both the organisation's and public interests. (Dominick 1993:364)

- **Shareholders:** People who own shares of stock in a corporation or mutual fund. They have a right to declared dividends and the right to vote on certain company matters, including the board of directors.
- **Values:** Refers to ideas about what is right and wrong, or what is important in life. It may be at an individual level, group e.g. religious, family, institution or organisation.
- **Value system:** Is a set of consistent or coherent ethical values adopted and or evolved by and individual, an organisation, a company, an institution or a community, as standard/frame of reference to guide behaviours in preferences in different situations.
- **Vox populi, vox dei:** An old Latin proverb used since the Twelfth Century, meaning “The voice of the people is the voice of God.” Its central idea was that the king or the government ought to pay attention to the voice of the people. It contributed in the development of Corporate Communications.
- **Value indicators:** These are brief characteristics and behaviours likely to be manifested by a person possessing or believing in certain values in life. The researcher used the value indicators to determine if employees at NMB-PLC contain and apply certain values at their work place and in their life in general. The table in the following page give some examples of values and their indicators:-

Table 1.8.1 some examples of Values and their indicators

Values	Indicators				
Competitiveness	Service oriented Curious Stable Responsible	Determined Change oriented Assertive	Analytical Challenging Fast reacting		
Cooperation	Openness Team oriented	Fast reacting Accepting	Service oriented Collaborative		
Creativity	Adaptive Evaluative	Cautious Fast reacting	Careful Pragmatic		
Transparency	Straight talking Involving	Cautious Responsible	Accepting	Careful	
Harmony and peace	Avoid conflicts Nurture relationships Sympathetic	Accepting Kind	Open and cooperative Idealistic		
Ambition	Goal driven Service oriented Hard working	Task focused Evaluative	Curious Strategic	Pragmatic	
Efficiency	Logical, determined Systematic	Analytical	Goal driven	Evaluative	
Integrity	Analytical, Problem solving Goal driven,	Fast reacting Logical Service oriented	Planning focused Responsible, Assertive		
Commitment	Analytical Service oriented Careful	Assertive Responsible	Logical		
Obedience	Listening/curious Responsible/ dutiful Accepting	Logical Showing respect	Careful		
Flexibility	Curious Variety seeking	Analytical	Flexible	Adaptive	

Source: Researchers Analysis 2011

CHAPTER TWO

Literature Review

2.0 Introduction

This chapter examined books, journals, magazines and other documents which contain information and ideas on Corporate Communication on one hand and value system on the other. The documents were effectively evaluated in relation to the case study under investigation. This chapter also identify the theories and previous research which have influenced the choice of the research topic and the approach to be adopted by the researcher. (Ridley 2009:2)

2.1 Value systems in organizations

The culture appreciated and practiced in an organisation is what constitutes its value systems. All of an organisation's features and behaviours, its systems, procedures, policies and processes, are part and parcel of the organisational culture.

Brown (1998:9) define organisational culture as the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organisation history or existence and which tend to be manifested in the behaviour of its members.

According to Millmore et al (2007:203) it is generally understood that organisations do not exist within a cultural vacuum; their operations are affected by the interaction of different cultural practices. The right organisational culture can lead to improved organisational performance. Barney (1986) writes that through a strong culture, an organisation can deliver sustained superior performance gaining competitive advantage and corporate success.

The way in which an organisation's employees behave and the assumptions upon which they base their behaviour are likely to reduce the impact of negative attributes such as resistance to necessary change. Organisational culture influences its competitiveness over time. This study analyses and gives a clear understanding on how employee value systems, as part of the organisational culture, are communicated.

This can assist in the selection and application of more effective strategic human resource management interventions relating to performance management, training and development programs. Such a situation is possible only through a clear and effective set-up of corporate communications functions.

2.1.1 Typologies of organisational cultures

These are different ways of how things are done in an organisation and their implications in motivating and managing employees strategically. The types can be based on structural views, on value systems or in relation to the external environment. For the purpose of this study which focuses on value system; Millmore et al (ibid: 219) use the work by Quinn and McGrath (1985) to explain how a set of values can affect the basic underlying assumptions and practices within the organisation. They give the following types:-

- **Market culture:** This is directive and goal oriented, with individuals being judged according to their output and achievement. These values can be easily identifiable through pay and rewards systems and top leader's competence is the basis of authority. Decisions are made decisively and intuitively, compliance being guaranteed by employees' contracts. This culture is also known as rational.

- Ideological or adhocracy culture: Through this type, individuals are judged according to their intensity of efforts, rather than achievement. Authority here is maintained by charisma while power comes from reference to the espoused organisational values.
- Clan culture: Authority is based upon the informal status of organisation members. Consultation and participation are valued, employees complying with decisions because they have shared in the process by which these decisions were reached. Individuals are evaluated in terms of the quality of their relationships.
- The hierarchical culture: In this type, authority is vested in the rules, and those with technical knowledge exercise power. Decisions are made on the basis of factual analysis and leaders are conservative. Compliance of employees is maintained by surveillance and control, and they are evaluated against formally agreed criteria.

However, apart from those organisational cultural practices which with time lead to certain value systems in an organisation; each individual employee will have some personal values. The individual values always interact with the organisational culture or values in forming employee's value system. Cole (2005:112) mentions the following personal values which are likely to influence organisational behaviour or employee's value system:

- Theoretical: It is about placing considerable emphasis on the use of reason to arrive at the truth of things or issues.
- Economic: emphasising the useful and practical aspects of life.
- Aesthetic: placing high value on beauty and form of things and events.
- Social: emphasising the importance of people over other aspects of life.

- Political: concerned with exercising power and influence.
- Religious: puts a great concern for spiritual values in life.

From that list, people or employees in different organisations will have different priorities. For instance, Managers in business companies are likely to emphasis on economic, political and theoretical values, while clergies put more emphasis on religious and social values. Moreover, Cole (ibid) moves beyond just what is important in life and analyse values on the basis of what is right and wrong. This is done because morality issue is a crucial dimension of personal values.

Through this analysis, two types of values are distinguished:-

- a. Terminal values- referring to desired end-states or eventual preferred outcomes such as a comfortable life, freedom, pleasure, wisdom, a world at peace, inner harmony and self respect. Such values are more likely to be held implicitly than explicitly, but will surely affect human behaviour.
- b. Instrumental values- these are concerned with the achievement of terminal values and are thus a matter of modes of behaviour rather than goal-setting. For example, ambition, competence, neatness, helpfulness; obedience and dependability can help employee work hard, be dutiful, responsible and reliable in their duties.

2.1.2 Implications of value systems in an organisation

Value systems are important tools to set the benchmark for organisational performance, productivity and development. They describe the type of the organisation and reflect the organisation mission and goals. In a more practical approach they set the rules of the game by stipulating clearly the procedures for relating and dealing with employees.

French and Bell Jr. (1999:67) write the following implications:-

- **Implications for dealing with individuals-** when employees are provided with a good value system and also a supporting environment; they can be highly motivated to achieve both personal goals and organisational goals. When employees are involved in planning, listened, supported, obstacles removed, autonomy and responsibility given, standards are set and success rewarded; the organisation can easily deal with them.
- **Implications for dealing with groups-** here the focus is on the importance of work teams and the collaborative management of team culture, which greatly influences feelings of satisfaction and competence. Also most people wish to be accepted and to interact cooperatively with at least one small reference group, and usually with more than one group such as a work group, the family, a church or a club group and so on. French and Bell Jr. (ibid) further argues, teams or groups are encouraged because they are often the best way to get work done and in addition are the best way to satisfy social and,emotional needs at work.

Leaders should also invest in group development, training time and money to increase group members' skills and knowledge. For instance, group problem solving and decision making, conflict management, facilitation and interpersonal communication. Many attitudinal and motivational problems in organisations require interactive and transactional solutions.

- **Implications for designing and running organisations-** with clearly defined value system in place; it is possible to challenge some of the traditional hierarchical forms of organisation, since they cannot meet the demands of the

market place. Such organisational structures which emphasises on top-down directives, adherence to the chain of command, formalized cross-functional communication and so on, are obsolete.

In such circumstances, creating cooperative rather than competitive organisational dynamics is a primary task of the organisation's leaders. It is considered important to create opportunities in which people can experience personal and professional growth. This can lead to organisations that are high performing in terms of productivity, quality of output and profitability. The reason for that can be the so called "Putting people first" whereby the organisation realizes that people are the most important resources; they are the source of productivity and profits and should be treated with care.

2.2 The corporate communication process

As prior defined, corporate communication cover, different activities done by a PR Manager in an organisation, in the process of communicating to both internal and external publics. It is the role of the PR department to develop sound and workable communication policies and implement good communication programmes.

In emphasizing that Corporate Communication is a crucial part of effective and successful Management; some organisations realize and place Corporate Communications Department as a management function, headed by a Director who reports to the Chief Executive and is actually a member of the board of Directors who run the organisation.

The corporate communications Manager assists an organisation to build corporate identity. This refers to the sum of all ways an organisation chooses to identify itself to all its publics. It comprises all the design aspects, corporate logo, company colours, dressing style and décor. (Harrison, 2000:76)

On the other hand, the corporate communications manager is responsible to establish and maintain a positive corporate image, which is also a must for long term success in business for an organisation. Contrary to identity, this refers to the impression that people have about an organisation in its entirety. It is the total image of the firm, company or organisation, comprising its history, stability and performance.

Corporate image is a result of the function of four interconnected elements namely; personality, reputation, values or ethics and corporate identity. It is intangible since it exists in the minds of the publics. (Harrison, *ibid*: 79, 80)

Since corporate image is based on Public opinion, it is very fragile and dynamic. Seitel (1987:94) observed that while it takes a great deal of efforts to build a favourable corporate image, it takes only a single slip to create a negative image. While discovering and promoting a positive image for an organisation is the duty of the PR practitioner, the synergy of all actors including the management and employees is necessary in order to maintain and protect that image.

2.2.1 Reasons for Corporate Communication programs

As part of management functions, corporate communication programs are essential for the whole system of an organisation to operate effectively. They create a link between various levels of the management hierarchy. They also help in establishing and then maintaining mutual relationships not only with internal publics like the employees but also with the various external publics to a particular organisation. Jefkins (1998:44) lay down the following assortment of possible objectives that organisations can set to achieve through Corporate communication programmes:-

- i. To change the image because the company has adopted fresh activities. For instance, NMB – PLC has been considered for long as urbanised and only accessible for a certain social high class (the rich, educated elites and government officials). Recently, the PR and marketing departments have been working hard to re-structure their advertisement contents and introduce a wide range of services so as to attract even the rural population, lower class peasants and the semi-illiterate.
- ii. To improve the calibre of job applicants: By using different media to advertise vacancies; the company can reach different talented, energetic and dedicated employees. For instance, the recruitment portal on the company's website can include details on the different skills and expertise required by the company and some of the benefits of working for the organisation.
- iii. To make the company known and understood in new service/products markets, especially when the company is entering the market for the first time. Planning and staging events like advertising campaigns and publicity campaigns is important at this stage to bring the company to the attention of the public.

- iv. To improve community relations following public criticism based on misunderstanding of an organisation's intentions: This stems from the fact that corporate communications always aim to create mutual understanding between an organisation and its publics. It is only through provision of clear information whereby an organisation can turn a negative situation into a positive one.
- v. To educate users or consumers about a particular service or product: for instance, NMB - PLC has a range of services including; Mobile banking, School Savings Account, NMB Junior Account Student Account, NMB Salary Alert, Pensioner's Loan and NMB PesaFasta. Through corporate communication activities customers are informed on the procedures and uses of such services.
- vi. To regain public confidence after a disaster that had shown the company to be inefficient in some way, the cause having been rectified. A bad performance can place an organisation in an embarrassing situation and put its fortunes in jeopardy. It is therefore necessary that the publics be provided with accurate and truthful information. Half baked truths and misleading information can even worsen the situation.
- vii. To establish a new corporate identity: This may be due to; changing a company's name, the old identity looks tired or outdated, a need to put across a different message about the company, a need to merge diverse business sectors under one banner, or when the organisation has a new leader. Harrison (opcit:83,84)
- viii. To support a sponsorship scheme: An effective corporate organisation should always consider the needs and wants of its surrounding community. It should screen, evaluate and disburse grants to the deserving publics.

2.2.2 Approaches to Corporate Communication

As other forms of communication; corporate communication use electronic media, print media and multimedia ways to communicate to the various public segments. However, different approaches are applied in the whole process, these include; one-way model, the interaction model, the two-person relationship model, communication-in-context model and the strategic model.

2.2.2.1 The One-Way Model

This is referred as the oldest model of communication developed by the great philosopher, Aristotle. Fisher (2007:7) writes that Aristotle perceived communication as a one-way process flowing from a sender to a receiver. He believed that successful persuasion occurred when a sender used the right techniques to present the right message to the right audience. There must be a prior audience characteristics analysis to maximize the influence of the persuasive message. However, this model completely ignores responses by the receiver(s) who in this case are the employees.

This is also known as downward communication, meaning the efforts and modalities applied by the top managers in an organisation to communicate to the employees or staff.

Methods applied in this approach include:-

- Annual reports
- Company policies
- Announcement of appointments
- Authoritative memos from senior managers

2.2.2.2 The Interaction Model

This is a model which contains more elements more than only the sender and the receiver. Channels and media, encoding and decoding, noise and feedback are also important in this model. It is also known as a two-way traffic kind of communication because there is interaction between the sender and the receiver through the concept of feedback. Feedback suggests that communication includes a return loop by which the sender (senior managers) obtains reactions from the receiver (employees).

When the interaction is limited to a certain department only or workers of a similar cadre in an organisation, it is commonly known as sideways or horizontal way of communication. And when it is meant for the staff to communicate to the management it is known as upward communication.

Methods applied in interaction model include:-

- Holding speak-up sessions, employees being free to air up their views.
- Social activities and staff events
- Staff meetings, at departmental or organisational level
- Question and Answers sections in organisational publications like Newsletters.

2.2.2.3 The Two-Person Relationship Model

This model suggests that it is important to consider not only each person's explicit behaviour but also how each perceives the other i.e. the sender and the receiver. For instance how the managers and the employees see themselves partially influences how they see and act or communicate toward each other. A manager who views himself or herself as one who cannot take self initiatives will always consider employees who

suggest some actions to be taken, as threatening. In this model, individual's self view is at the same time both a cause and a result of the way one views the other person.

Methods applied in this model include communications aiming for:-

- Motivation procedures
- Awards and bonuses giving
- Incentive schemes
- Training opportunities, for example secondments, study leaves.

2.2.2.4 The Communication –in-Context Model

This model coincide that all communication occurs within some kind of context. For instance, the organisation's decision –making process can be in a given context, depending on the organisations structure and culture. Senior managers can set policies and procedures with or without consulting other junior staff or employees. So there can be different contexts through which an organisation operates.

The organisational context factors include; group characteristics, organisation structure and culture, and task characteristics.⁵

Group characteristics are forces that exist in the group or groups to which the communicators belong, such as the norms a group establishes for the behaviours it expects of its members. An example can be complaints by junior employees to their immediate supervisors or senior managers to hire more people in the department so as to lighten the group workload.

⁵ See "The individual in the organisation: A systems view," in *Managing Group and Intergroup Relations*, eds. Jay W. Lorsch and Paul R. Lawrence (Homewood, III: Irwin –Dorsey, 1972) 161-82. As cited in Fisher Dalmar (2007) *Communication in organizations*, 2nd Ed.

Organisation structure and culture include the organisation's design, supervisory practices, information systems, policies, rules, procedures, traditions, values, and other organisational aspects that management has determined or that have evolved spontaneously within the society of the organisation.

Task characteristics are the nature of the work or problem about which communication is taking place. For example, communication in the teaching work can be different from that in the army forces or security departments.

Methods used in The Communication-in-Context Model include the following:-

- Conferences and Seminars, for instance in-house training.
- Company's publications like journals, magazines and booklets containing by-laws for the company and the organisation's management structure.
- Suggestion boxes.
- The use of notice-boards.
- Departmental meetings in the organisation.

2.2.2.5 A strategic Model

This focus much on making an organisation which changes in response to internal problems and external information rather than one frozen by its own regulations. This model is strategic, in the sense that the formation of an organisation's strategy (its mission and identity) as an institution depends heavily on the flow of information between the organisation and its environment. It is therefore useful to understand how

that communication relates to the larger scale transaction between the organisation and its environment.

Methods used in Strategic Model of corporate communication include the following:-

- Lobbying; petitioning the government and lawmakers to support legislation that is in the best interest of the clients or publics through providing useful and relevant information.
- Corporate advertising; creating adverts to sell the ideas and image of the organisation.
- Product or service advertising can also convey a message about the organisation to the consumers or publics.
- Corporate Social Responsibility. It is about contributing money or time resources to improve the welfare of the surrounding community in which a company operates. It is the best way of winning public goodwill.
- Sponsorship programmes. These are a form of patronage to provide financial support for objects, causes and individuals. It helps in reinforcing the corporate image and good will for the organisation.
- Website contents. A unique, attractive and informative content website is useful to strategically communicate to both the various publics.
- Organising special events, for instance, staging music concerts, promotion tours and road shows.
- Direct and electronic mail plays an important role to both internal and external publics of an organisation.

2.2.3 Corporate Communications at NMB - PLC

As a popular and well established Banking service provider in the country; NMB – PLC has a PR department responsible for corporate communication programmes and activities. The centre is headed by a PR manager who cooperates with other senior managers like Human Resources and Marketing managers to run the company.

Among other activities, Corporate Social Responsibility is the most remarkable PR function for NMB - PLC. The bank supports the disadvantaged and marginalized and continues to reinforce its image as a caring brand by partnering with communities to bring socio-economic change. Key areas covered by this initiative include education, Health, Economic Empowerment and Social welfare.

Another PR programme is sponsorships. NMB - PLC is a great supporter of sports and entertainment development; they have invested in different sports in Tanzania both at the national and regional levels. For instance, NMB has invested much in Soccer development as the chief sponsor of “Taifa Stars” the national Soccer team. Recently, NMB marked another milestone in the development of Soccer in Tanzania by launching sixth phase of Youth Soccer Ball Project targeting primary school students and Youth soccer teams countrywide.

Beyond just banking services to the people, NMB - PLC has undertaken community service initiatives in various areas including support and facilitation of a range of community supporting initiatives and campaigns. NMB – PLC supports small and medium entrepreneurs through easy access to loan facilities and providing entrepreneurship trainings.

Other activities done through corporate communications at NMB Public Limited Company include advertising campaigns, promotions and service launch events.

On employees communications, the following strategies are applied; departmental morning briefings, staff meetings, notice boards, internal journals, reports, social events among others. However, there are few messages which focus directly on communicating the company's values except in bylaws and orientation programmes for new employees.

2.3 Theoretical framework

This study about the influence of Corporate Communication on employee value system at NMB Public Limited Company was guided by the following theories:-

2.3.1 Systems theory

This is an interdisciplinary theory about the nature of complex systems in nature, society, and science, and is a framework by which one can investigate and/or describe any group of objects that work together to produce some results. This could be a single organism, any organisation or society. This theory was proposed in the 1940s by Ludwig Von Bertalanffy, an Austrian scientist⁶.

This theory looks at organisations as a set of interacting units, those units are interdependent and the system has order, boundaries, and an internal and external

⁶ Found [o] at <http://www.panarchy.org/vonbertalanffy/systems.1968.html>

environment. Moreover, a clear understanding of a system involves an analysis of the inputs, processes and outputs⁷.

The systems theory is applicable in the understanding and practice of Corporate Communications. It recognizes the role of research in the formulation of Corporate Communication strategies. Effective Corporate Communication strategies should start with situation analysis and always bear in mind the influence of the internal and external environment to the organisation (the Independent, dependent and intervening variables that affect the organisation). With such understanding it is possible to execute the appropriate interventions and tactics that will benefit the organisation.

According to Cutlip et al (1994:209-210) organisations do not exist in isolation. Rather they exist in dynamic social settings. While the organisation can also be viewed as a system, it is part of other *subsystems* and *suprasystems*. Because of this they must continually modify their internal processes and restructure themselves to cope with changes in their environments.

The corporate communications practitioner is supposed to scan the environment and help the organisation to anticipate and react to changes in the environment. He/she must have the ability to monitor the environment and change the system operations in response to the environmental changes.

Furthermore, the systems theory helps corporate communication managers to distinguish between open systems and closed systems in an organisation. Open systems have penetrable boundaries that allow them to interact with both their external and internal

⁷ Lecture notes on PR, M.A. Communication studies, 2009/2010, University of Nairobi.

environments. While closed systems have impenetrable boundaries so that they do not exchange inputs or outputs with their environments.

Daniel Katz and Robert Kahn⁸, early organisational theorists argue that the closed – system approach fails to take into account how organisations are reciprocally dependent on external environments. For example, environmental forces such as customers and competitors exert considerable influence on corporations, highlighting the essential relationship between an organisation and its environment as well as the importance of maintaining external inputs to achieve a stable organisation.

Healthy open system on the other hand, continuously exchange feedback with their environments, analyse the feedback, adjust internal systems as needed to achieve the systems goals, and then transmit necessary information back out to the environment. There is limited monitoring of the environment in closed systems while open systems are able to combine stability with change (Baran and Davis 2006:214)

The same idea is supported by Windahl et al (2009:109,113) writing that Katz and Kahn (1978) introduced the view of organisations as open social systems characterised by permeable boundaries that permit interaction with their environments. Structures and functions of such open systems are continuously changing. Closed systems in contrast have fixed boundaries that do not allow for environmental interaction.

⁸ See Daniel Katz and Robert Kahn, *The Social Psychology of Organizations* (New York: John Wiley & Sons, 1966). Perspectives on Organizational Communication Theory
Found [o] at <http://www.shkaminski.com/Classes/Handouts/Perspectives%20on%20OrgComm.htm>

Moreover, Katz and Kahn found that, in general, organisations have the following subsystems which affect both each other and the whole system:-

- Production subsystems- departments that produce goods and/or services.
- Maintenance subsystems- departments or functions that administrate the organisation, for example the personnel office.
- Disposal subsystem- departments that distribute goods and services, for instance marketing or circulation departments.
- Adaptive subsystems- departments that enable organisation to adapt to environmental change, for example, Research and development.
- Management subsystems- departments that coordinate and control individual subsystems and manage conflicts and relations among the subsystems as well as between the organisation and its environment.

Thus, Grunig and Hunt (1984) claim for PR a place within the management subsystem; a department that controls the organisations communicative activities with its overall environment, on the one hand, and among subsystems within their specific environment.

The importance of communication not only as an output, but also an input to a system or an organisation; place corporate communication in a critical position to influence how production activities are conducted for the overall success of the organisation.

It is therefore established that the systems theory was useful in explaining the different environments in which Corporate Communications take place. It was also relevant to show how the coordination of inputs, processes and outputs in the organisation as a system, can influence values of the employees. The theory also facilitated greatly in the interpretation of the research findings.

2.3.2 Human Relations Theory

It is a theory of leadership behaviour that focuses on the employee; Elton Mayo is attributed as the father of this theory⁹. The theory focuses on the value, needs and contribution of the employee to the organizations success. As Jablin and Sias¹⁰ put it, the human relations perspective assumes that, by satisfying the needs of individual employees, productivity will increase. Aiming to motivate workers through both social and economic factors, the theory emphasizes on the importance of informal interaction and working in groups.

This theory originates in the United States before the Second World War, whose influence spread to Britain for a short period after it. The ideas for this theory were initially developed out of the so-called Hawthorne studies, which were carried out in Chicago from the mid-1920s to the early 1940s, under the aegis of the Western Electric Company, and in conjunction with the Harvard Business School. The aim of this research was to attempt to discover aspects of the task environment that would maximize worker output and hence improve organizational efficiency.

Through a series of experiments and interviews, the study identified the importance of 'the human factor' in organizations. That meant that workers were now recognized as having social needs and interests such that they could no longer be regarded as in the early economically motivated Scientific Management theory.

⁹ See Human Relations theory and People Management, studying organizations found [O] at http://www.sagepub.com/upm-data/9805_039184ch02.pdf

¹⁰ Jablin M. Fredric and Sias M. Patricia (2001:845) Communication competence, in *The New Handbook of Organizational Communication, advances in Theory, Research, and Methods*, Sage publication, California.

Contrary to the early Scientific Management theory which tried to avoid or discourage contacts between management and the staff and treated them as economically motivated automatons; Human Relations theory is interactive and tries to understand the problems and anxieties of the staff and to encourage their wider motivations to work.

Human relations theory therefore, was considered as offering solution to problems like sabotage, poor quality, high staff turnover, absenteeism; the reason being because it offers room for human factors to be considered at work place. Indeed, it is rested on the idea of autonomous human beings, complete and sufficient in themselves, capable of rationality, capable of choice, capable of moral conduct and, by virtue of all possessing these traits, all entitled to certain rights.

Miller K (2009) writes that, through Human Relations Theory, employee's productivity is likely to increase by social interaction and the management style in place. Miller stresses on the impact of open communication between workers and managers to realize successfully the pre-set organizational goals.

Based on Human Relations theory, even the famous Maslow's hierarchy of need theory and McGregor's theory X and theory Y laid their foundations "...and share an allegiance to principles that highlight human needs and the satisfaction of those needs through interaction with others in the workplace and through the choices managers make about motivating and rewarding employees." (Miller, K. 2009:41)

Generally, Human Relations Theory was useful for this particular study to explain how Managers and employee act or behave in their formal and informal interactions. This fitted very precisely on explaining how Corporate Communications, as a communication

happening in a social group setting; can influence value system of employees at NMB Public Limited Company.

Moreover, the theory also helped to explain why Managers need knowledge regarding not only the formal communication-related rules and regulations of the organization and their respective departments, but also knowledge regarding informal group communication norms and values. Managers will also see the importance of being cognizant of individual employee's personalities, and information and motivational needs, for instance, feedback needs.

2.4 Research gap

The preceding subsections of the literature review proved the existence of inadequate data describing precisely and directly the influence that can be exerted by Corporate Communications to employee value systems in an organisation.

It was therefore considered important to assess Corporate Communication effects and to come up with strategies for promoting its place in dealing with employee's relations and interactions, and establish well-built values in corporate organisations, specifically NMB Public Limited Company as for this study.

The discussion also asserted that value systems set the benchmark for organisational performance, productivity and development. Therefore, there is still a need to promote sound and effective value systems that will facilitate not only the realization of individual employee's goals but also the overall organisational goals and objectives.

In addition, there were inadequate analyses of the implications of poor corporate communication programmes to employees and to the achievement of the company overall objectives. Although, some studies appreciated the contribution of effective value system to the improvement of organisational performance; they didn't stress on the importance of communicating the same effectively among employees. Consequently, the researcher saw a need to analyse the importance of communicating and sharing the values within the organisation to facilitate policy and decision making benchmarks and improve organisational performance.

CHAPTER THREE

Methodology

3.0 Introduction

This chapter explains the methodologies that were used in data collection and data analysis during the study. Major subsections of this chapter are research designs, research sites, population and sample, data collection procedures and data analysis. These subsections are described below as follows:-

3.1 Research design

Basically, this study was much focused in a case study design with the aim of seeking to describe in detail, in context and holistically the unit under study. According to Kothari (2004:113) a case study method involves a careful and complete observation of a social unit; it places more emphasis on the full analysis of a limited number of events or conditions and their interrelations. This design helped the researcher to study each and every aspect of corporate communications at NMB - PLC in relation to employee's value system in details, and then make generalisations and inferences from the case data.

Moreover, since this study was looking for relationships between Corporate Communication strategies and employee value system at NMB - PLC; quantitative approaches were also applied. There was minimal application of qualitative approaches to facilitate triangulation of the information collected, and thus validity and reliability of information about the problem at stake.

3.1.1 Quantitative Approach

This approach was very useful in this study to facilitate gathering and quantification of data to demonstrate that Corporate Communications have influence on employee value systems. The approach also helped to evaluate Corporate Communication strategies as it is revealed in this study.

It was much applicable to phenomena that can be expressed in terms of quantity (Kothari 2004:3) for instance, number of events, employees, specific tools of communication etc.

3.2 Research site

The major research site for this study was Dar-Es-salaam, Tanzania. This study location enabled the researcher to collect relevant data for the study (especially communication with internal publics) because Corporate Communications is well established at NMB – PLC headquarters to the extent that it gives a reflection of Corporate Communication in the other branches in the country.

3.3 Population and sample

The population for this study comprised mostly of NMB - PLC internal publics. There were few cases of studying the external publics like major shareholders of the company, the reason being to get the complete picture of corporate communication in the company. Purposive sampling was used to select Dar-Es-Salaam because it hosts the headquarters for NMB - PLC and the population for this study comprised mostly of NMB – PLC internal publics. So purposive sampling helped the researcher to get specific data from specific people.

Convenience sampling was used on the basis of its advantages; namely the ability of the technique to allow the researcher to use the available sample unit and not to select them randomly. In this case the technique was employed in sampling documents to use in data collection. Respondents at the research site (NMB - PLC head office in Dar-Es-salaam) constituted of 8 managers, 5 employees from each of the following 5 departments; operations department, Human Resource Management, Marketing department, Finance department and ICT department. Moreover, 17 respondents were from the Customer care and Public Relations department.

These respondents were obtained by using purposive sampling method. A maximum variation sampling technique was applied. It aimed at capturing the central themes that cut across participant variationism, for instance, persons of different age, religion and marital status in the case study area. (Kombo and Tromp 2009:83)

Therefore, the total number of respondents for this study was 50. The researcher considers this number appropriate due to the research design in use; case study.

3.4 Data collection procedures

To collect the required data; this study used questionnaires (mostly self administered and few online, because of reluctance of some respondents and lack of time). There were also interview schedules with some respondents to elicit more information and controlling the responses.

Questionnaires were used with a balance of questions per objective and they focused on addressing both the research questions and objectives. The questionnaires in this regard were structured.

Kothari (ibid: 102) observed that structured questionnaires are simple to administer and relatively inexpensive to analyse, and the provision of alternative replies, at times, helps to understand the meaning of the question clearly.

In considering comprehensibility, the researcher structured the questionnaires to cover both open-ended and closed-format questions. Merrigan and Huston (2004:96) write that open-ended questions are those which ask respondents to provide unstructured or spontaneous answers or to discuss an identified topic. While, with closed-format questions respondents are asked to choose from a fixed set of alternatives or to give a single numerical value.

Moreover, structured interviews were also used to access both quantitative and qualitative data for this study. Bryman (2004:110) have defined structured interviews as entailing the administration of an interview schedule by an interviewer aiming for the interviewees to be given exactly the same context of questioning. This means that each respondent receives exactly the same interview stimulus as any other.

The goal of this style of interviewing was to ensure that interviewees' replies can be aggregated and this can be achieved reliably only if those replies are in response to identical cues. Since the questions are fixed, this also takes the form of closed ended questions. In some cases however, the interviewer was free to ask follow-up questions to elicit additional information from the responses given by the interviewee.

For validity and reliability, the researcher had to supplement data collection procedures by review of documentary sources used by NMB Public Limited Company like notices, booklets, annual reports, memorandum, brochures and other communication media targeting internal publics.

3.5 Data analysis

The data obtained in this study were analysed by using both qualitative and quantitative research methods to make deductions and inferences. Qualitative data was scrutinized to acquire the relevant information and use exploratory methods to interpret the data in relation to this study.

Quantitative data from the survey questionnaires was analysed by using Statistical Package for the Social Sciences (SPSS). The analysis made use of descriptive statistics such as frequency distribution tables, percentages and pie charts. Descriptive statistics were used to summarize and organise the data in a more clear and elaborative approach.

CHAPTER FOUR

Presentation of Findings and Data analysis

4.0 Introduction

This chapter presents the findings of the study, an analysis and interpretation of the field data obtained during data collection between May and August, 2011. The study aimed to assess the influence of Corporate Communication on employee value systems, a Case study of NMB – PLC. The data were collected through questionnaires, face to face interviews, direct observation and documentary Review. The findings are analyzed in relation to the objectives of the study and the research questions which guided the study.

The main objective of this study was to assess the influence of Corporate Communications on employee's value systems. Specifically, the study wanted to establish Corporate Communication strategies used by NMB – PLC, to identify the values which have led to achieving organizational goals at NMB- PLC, to find out the influence that Corporate Communications has on employee value systems and finally to recommend ways on how NMB - PLC can promote value-based messages in Corporate Communication programs.

The researcher distributed a total of 50 questionnaires to the respondents at NMB head offices and a few branches in Dar-Es-Salaam. However, only 47 questionnaires were successfully returned i.e. 7 Managers from the company headquarters and 40 other employees/junior staff representing various departments. Those who did not return the questionnaires were not available on appointments and could not be willing to use online questionnaires.

4.1 Characteristics of the respondents

Table 4.1.1 Gender distribution of the respondents

Managers			Other employees		
	Frequency	Percent		Frequency	Percent
Male	5	71.4	Male	25	62.5
Female	2	28.6	Female	15	37.5
Total	7	100.0	Total	40	100.0

Source: Field data analysis 2011

Table 4.1.1 above shows 71.4% of the managers who were involved in this study were males, while only 28.6 were females. On the side of other employees at NMB-PLC headquarters, male respondents were 62.5% while females were 37.5. This indicates that males dominate the highest positions in the company as compared to other middle and lower positions. This gender inequality is in conformity with the hierarchical and Market organisational cultures where leaders are conservative and employees are judged according to their output and achievement, consideration of gender balance is considered important but not a priority.

Table 4.1.2 Age distribution of the respondents

Senior Managers			Other employees		
Age category	Frequency	Percent	Age category	Frequency	Percent
under 30 years	1	14.3	under 30 years	11	27.5
31 - 40 years	3	42.9	31 - 40 years	23	57.5
41 - 50 years	3	42.9	41 - 50 years	5	12.5
Total	7	100.0	51 years and above	1	2.5
			Total	40	100.0

Source: Field data analysis 2011

Concerning the age of the respondents, table 4.1.2 indicates that out of the 7 managers involved in this study, there was only 1 Senior Manager who is under 30 years, while 3 managers were at the age between 31 to 40 years, and 3 other between 41 to 50 years. There was no manager aged from 51 years and above.

On the side of other employees, there were 11 employees under the age of 30 years; also 23 employees were between 31 to 40 years, 5 other at the age between 41 to 50 years and only 1 employee at 51 years and above. This analysis indicates that most of the youth employees at their energetic years (31-40 and below 30 years) are trusted with policy implementation positions in various departments at NMB-PLC.

Table 4.1.3 Level of education of respondents

Senior Managers

Other employees

Education level	Frequency	Percent			Frequency	Percent
Bachelor's Degree	3	42.9		Certificate	8	20.0
Postgraduate diploma	1	14.3		Diploma	10	25.0
masters degree	3	42.9		Bachelor's Degree	15	37.5
Total	7	100.0		Postgraduate diploma	4	10.0
				Masters degree	3	7.5
				Total	40	100.0

Source: Field data analysis 2011

Table 4.1.3 above indicates the level of education of respondents. Out of 7 Managers involved in this study 3 (42.9%) were Masters Degree holders, other 3 (42.9%) had

Bachelor's Degrees, with only 1 (14.3%) manager with a postgraduate Diploma. On the side of other employees, 15 (37.5%) possessed Bachelor's Degrees, 10 (25%) had ordinary Diplomas, 8 (20%) had Certificate level, 4 (10%) had Postgraduate Diplomas and only 3 (7.5%) had reached Masters Level of education. These findings depict that majority of the respondents were very educated. That can be attributed to the fact that NMB-PLC has invested much in staff development, training time and money to increase employees' skills and knowledge hence better job performance.

Table 4.1.4 Experience of the respondents in the organization

Senior managers			Other employees		
Duration	Frequency	Percent	Duration	Frequency	Percent
0 - 5 years	2	28.6	0 - 5 years	15	37.5
6 - 10 years	3	42.9	6 - 10 years	16	40.0
11 - 20 years	2	28.6	11 - 20 years	9	22.5
Total	7	100.0	Total	40	100.0

Source: Field data analysis 2011

Table 4.1.4 above indicates that out of the 7 managers who participated in this study, three (42.9%) had served the Bank for a period between 6 – 10 years, two (28.6%) 0 – 5 years, other two (28.6%) 11 – 20 years. While for other employees sixteen (40%) had served for a period ranging between 6 – 10 years, also fifteen employees (37.5%) had an experience ranging from 0 – 5 years and other nine (22.5%) served between 11 – 20 years.

That analysis indicates that majority of the respondents had worked over 5 years at the Bank. The researcher related this to the history of the Bank, since it was privatized in 2005; NMB-PLC has tried not only recruiting new employees but also retaining its experienced staff. As for this study, they had enough experience to release relevant information which then justified validity and reliability of the field data collected and analyzed.

4.2 The findings

These are the responses to the research questions in relation to the objectives as specified in chapter one. The main objective of this study was to assess the influence of Corporate Communications on employee value systems, and the findings were obtained after the analysis of the field data guided by the following specific objectives:-

4.2.1 To establish Corporate Communication strategies used by NMB – PLC.

Field data indicated that seven (100%) of the managers involved in this study realize the importance of Corporate Communication in the organisation. On the side of other employees/junior staff, twenty four (60%) said to have knowledge on PR activities in the organisation while sixteen (40%) had no idea on PR though accepted to have been receiving information from some PR strategies. This discrepancy between managers and junior staff could be due to level of education and accessibility to PR communication channels. In that line, the following Corporate Communication strategies were established that they are used by NMB - PLC in communicating to its various publics:-

- *Corporate Social Responsibility (CSR)*

Through interview sessions and document analysis; CSR was established as one of the strategies used by NMB – PLC in corporate communications. From the documents analysed, the researcher discovered that Corporate Social Responsibility is taken seriously. 1% of the net profit every year is allocated to charitable donations. For instance in 2010 NMB – PLC spent more than T.shs 500 Millions for donations to almost all districts in Tanzania mainland, Unguja and Pemba, with focus on education and health sectors.

It was also found that NMB – PLC applies CSR to empower and build the capacity of farmers in Tanzania through the NMB Foundation for Agriculture Development (NFAD). Through that initiative NMB has empowered 136 influential farmers, 120 Cooperatives among other groups.

Moreover, through questionnaires, five (71.4%) of the managers acknowledged Corporate Social responsibility as one of the effective strategies for Corporate Communication at NMB – PLC. While thirty seven (92.5%) of other employees also mentioned Corporate Social Responsibility as one of the effective PR strategies for National Microfinance Bank - PLC.

- *Annual and periodical reports*

Through interviews with the PR Manager, Senior Manager Human Resource and the Chief Financial officer, it came out clearly that the company uses the annual report to communicate to all its publics. The report is made available to both internal and external publics hence keep them informed of the development of the

Bank. Various issues like the Banks vision and mission and also the financial statement for the particular year are covered.

From the distributed questionnaires to junior staff, thirty four employees (85%) mentioned annual reports as one of the Corporate Communication strategies used by NMB – PLC while six employees (15%) remained undecided. Generally, these findings indicate that majority of the respondents have knowledge on Annual and periodical reports as one of Corporate Communication strategies at the organisation.

- *Newsletters, brochures, fliers and other publications.*

Through interview sessions with the Senior Human Resource Manager and the Public Relations officer, the researcher discovered that Publications are among the key Corporate PLC Communication strategies applied at NMB – PLC. For instance, the Bank's internal Newsletter (*Sauti ya NMB- Jarida la wafanyakazi*) is becoming very instrumental in communicating and sharing information among employees. The newsletter comes out after every two months and its content is tailored to fit its audience (NMB internal publics) specifically the employees.

Moreover, through the responses that were given in the questionnaires, eleven respondents (55%) mentioned other publications like fliers, leaflets and brochures as useful in guiding customers on certain services and products given by the Bank. For instance, guidelines and benefits of using NMB mobile, NMB PesaFasta, Bonus Account, and NMB Salary Alert among other services.

- *Internal e-mails (intranet)*

In explaining how communication is done at NMB-PLC, twenty four junior staff (60%) mentioned internal electronic mails, while on the side of managers four of them (57%)

mentioned internal e-mails as useful for that purpose. "It is because of that each employee of our Bank has to open an e-mail account of our address – nmbtz.com, we always channel all the official information and share organisational issues through this medium" acknowledged the Senior Manager for Human Resources in an interview.

- *Training and seminars*

Through document analysis, the researcher discovered that NMB-PLC uses training and seminars as a way of communicating to and improving employees' welfare. There is a special budget set annually to cater for training programmes in the bank in order to improve employee's technical skills and hence effectiveness. "Training programmes have been and are continually being developed to ensure employees are adequately trained at all levels. All employees have some form of annual training to upgrade skills and enhance development." (NMB-PLC Annual Report-2010, page 40.)

From the questionnaires responses, eighteen junior staff (45%) mentioned training and seminars as one of the main Corporate Communication strategies used by NMB-PLC. The analysis from manager's responses further indicated that five managers (72%) acknowledged training and seminars as an effective PR strategy at NMB-PLC.

- *Organising special events*

In responding to the question "what are the ways through which the Corporate Communication department works?" Twenty three junior staff (58%) mentioned organising special events like promotion tours, road shows and music concerts among others. They further claimed that such special events are very good in supplementing advertising contents and supporting other publicity campaigns that are done by the bank through the PR Department. On the side of managers, four of them (57%) mentioned special events as one of the Communication strategies.

- *Advertisements*

Through content analysis and observation method by the researcher, it appeared that advertisements are one of the ways used by NMB-PLC to communicate to both its internal and external publics. Most of the daily Newspapers were found to be having product and service advertisements from NMB-PLC. Moreover, through interviews, job opportunities at the bank were claimed to be advertised not only through the dailies but also through the Bank's website and Newsletters.

Likely, through responding to the questionnaires ten junior staff (25%) mentioned advertisements as a communication medium at the bank while three managers (43%) had the same response.

- *Staff meetings*

From the analysis of the questionnaires responses, thirty four junior staff (85%) revealed that departmental or staff meetings are very important in communicating various matters at their job place. The analysis further indicated that five managers (72%) mentioned staff meetings as important for communication and smooth running of the organisation. They further claimed that frequent meetings are important at different management levels in the organisation so as to have a shared understanding among employees.

- *Sponsorship programmes*

Through document analysis, the researcher was able to learn that NMB – PLC uses sponsorship programmes for publicity campaigns, which is one of the key roles of the Public Relations Department. Through sponsorship programmes the bank aims to position its image closer and positively to the society.

A good example is NMB sponsorship for the National Soccer Team “*Taifa Stars*” through which the bank believes it is logical not only to the bank but also to the public at large, since sponsoring the national team is viewed as contributing to the National cause. (*Sauti ya NMB* Newsletter, February/March edition, page 5)

Asked to mention the ways through which the PR department works at NMB-PLC, nine respondents (45%) mentioned sponsorship programmes as one of the ways through which the bank communicates, mostly to its external publics. The impact of sponsorship programmes was said to be felt indirectly to the internal publics, for instance a positive image to the community raised the morale and commitment of employees in performing their daily duties at the Bank.

4.2.2 To identify the values which have led to achieving organizational goals at NMB- Public Limited Company

Through document analysis, for instance, the 2010 annual report; the researcher found that there are six core values which drive and guide the organisational goals to be achieved at NMB – PLC. These are as follows:

- Eagerness - The bank has a strong desire to look for opportunities and innovations to prove that NMB is the best banking service provider in Tanzania.
- Ownership - Employees are always encouraged to feel responsible for their tasks so they own quality control to achieve successfully the company goals.
- Customer focus - Through its employees, the bank focuses on the needs of its customers and stakeholders, by offering the right services to ensure satisfaction. Thus NMB staffs believe that the customers are the ones paying their salaries.

- Teamwork - Through supporting and sharing, employees share feedbacks in a constructive manner and celebrate their success together as a team.
- Integrity - NMB employees always keep customer information confidential and report irregularities to management through agreed procedures.
- Compliance - The bank is always committed to comply with internal and external regulations and employees act in line with the established codes of conduct.

Moreover, through analysis of the responses from the questionnaires distributed to seven managers; the researcher was able to identify more values that have contributed to the success of National Microfinance Bank – PLC.

These responses supported some of the values identified earlier through document analysis and interviews. Indeed they were even in line with what other employees/junior staff mentioned (honest, openness, professionalism, teamwork, customer focused services and punctuality.) The table in the following page indicates managers' responses in identifying the values that have led to success at NMB-PLC:-

Table 4.2.1 Identifying the values that have led to success at NMB - PLC

Values	Very highly		Highly		Moderately		Poorly		Very poorly	
	Response	%	Response	%	Response	%	Response	%	Resp	%
Competitiveness	5	71.4			2	28.6				
Freedom			4	57.1	2	28.6	1	14.3		
Cooperation	2	28.6	2	28.6	3	42.9				
Creativity	3	42.9	3	42.9	1	14.3				
Responsibility			2	28.6	3	42.9	2	28.6		
Transparency			3	42.9	4	57.1				
Harmony& peace			5	71.4	2	28.6				
Fairness	1	14.3	2	28.6	2	28.6	2	28.6		
Ambition	4	57.1	1	14.3	2	28.6				
Comfortability	1	14.3	2	28.6	4	57.1				
Respectability	1	14.3	2	28.6	3	42.9	1	14.3		
Efficiency	1	14.3	3	42.9	3	42.9				
Competence	2	28.6	3	42.9	2	28.6				
Integrity	2	28.6	3	42.9	2	28.6				
Consistency	2	28.6	2	28.6	3	42.9				
Neatness	3	42.9	1	14.3	2	28.6	1	14.3		
Commitment	2	28.6	4	57.1	1	14.3				
Helpfulness	1	14.3	3	42.9	2	28.6	1	14.3		
Obedience	1	14.3	4	57.1	2	28.6				
Dependability	1	14.3	3	42.9	2	28.6	1	14.3		
Flexibility	3	42.9	1	14.3	2	28.6	1	14.3		
Autonomy	1	14.3	2	28.6	3	42.9	1	14.3		

Source: Field data analysis 2011

Table 4.2.1 above reveals that competitiveness is the leading value that has led to success at NMB – PLC. Five senior managers (71.4%) responded that it contributes very highly to the success of the bank, with only two managers (28.6%) saying that it contributes moderately. This is in line with the indicators of competitiveness which the researcher observed at the bank headquarters office, most of the employees were service and change oriented, determined, assertive and responsible.

Other values identified as contributing very highly to the success of NMB – PLC were ambition (57.1%), creativity (42.9%), neatness (42.9%) and flexibility (42.9%). Respondents attributed these values to the current success of NMB – PLC. More than half of them in responding to the question “which key behaviours are cherished in your organisation?” mentioned hard working, strategic, goal driven, being adaptive, careful and variety seeking; which are just few indicators of the above mentioned values.

Furthermore, the researcher identified another group of values, those which contribute highly but not very highly to the success of NMB - PLC. This comprised of harmony and peace (71.4%), freedom (57.1%), commitment (57.1%) and obedience (57.1%).

Others in this category were dependability, helpfulness, integrity, competence, efficiency and transparency, each contributing by 42.9%. Apart from the responses given, the researcher could even observe and analyse some indicators of the values in this category. Respondents were open and cooperative, sympathetic, analytical and flexible.

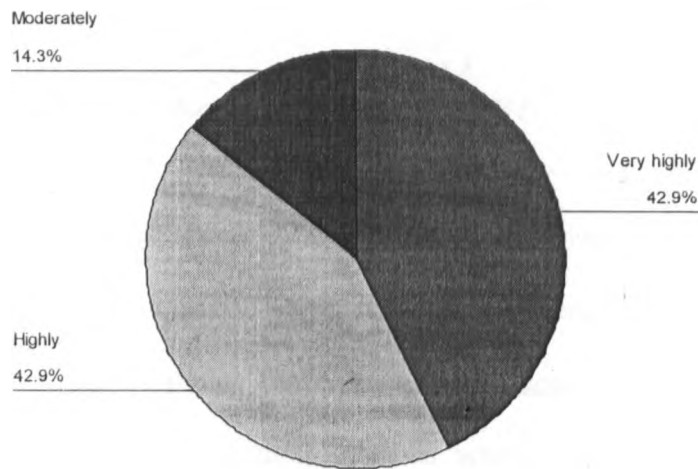
Values which ranked top to those contributing moderately to the success of NMB – PLC included; comfortability (57.1%), cooperation (42.9%), responsibility (42.9%), respectability (42.9%), consistency (42.9%), autonomy (42.9%). Few values were said to be contributing poorly and there was no value said to be contributing very poorly to the success of NMB – PLC.

Generally, few values were identified through document analysis as compared to those identified through quantitative analysis of the questionnaires and interviews responses. The documents just revealed a general picture while the other methods elicited even more values and explanations about the values contributing to the success of NMB-PLC.

4.2.3 To find out the influence that Corporate Communications has on employee value systems.

In achieving this objective, the researcher analysed responses from both senior managers and junior staff as indicated below. The study further investigated the contribution of some specific corporate communication strategies in influencing employee value systems.

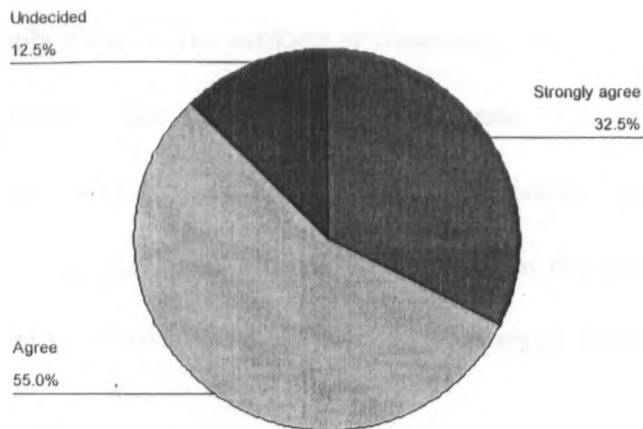
Figure 4.2.1 Managers responses on the extent to which Corporate Communication influences employee value systems at NMB - PLC



Source: Field data analysis 2011

Figure 4.2.1 above indicates that some managers (42.9%) agreed that Corporate Communication influence employee value systems very highly, others (42.9%) agreed that it influences highly, while only one manager (14.3%) said that Corporate Communication influences employee value system moderately. This could be due to poor understanding and access to some Corporate Communication channels at NMB-PLC.

Figure 4.2.2 Junior staff responses on if they agree that Corporate Communication influence employee's value systems at NMB - PLC



Source: Field data analysis 2011

Figures 4.2.2 above indicates that 32.5% of junior employees strongly agree that Corporate Communication influence employees value systems at NMB – PLC. While other 55% just agree that Corporate Communication influence employee value systems, few employees (12.5%) remained undecided on whether Corporate Communication influence employee value system in their company or not.

Generally, six managers (85.8%) and thirty five other employees (87.5%) documented that Corporate Communication has a considerable influence on employee value system at National Microfinance Bank - PLC. Asked to explain their responses by mentioning the specific influences, the following were revealed:-

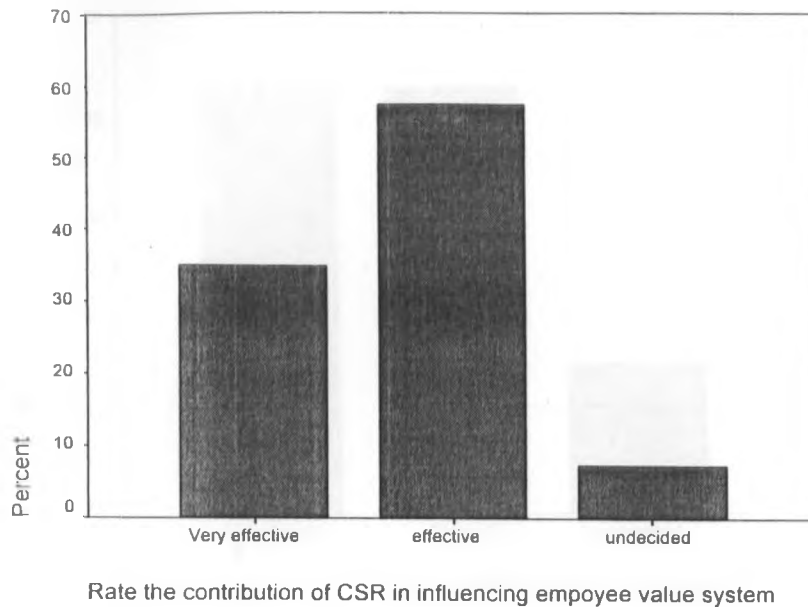
- Corporate Communications makes employees to understand that they are part of the organization thus more accountable and committed in exerting their duties.

- It promotes professionalism and customer centred services, hence enhance employee's performance.
- Corporate Communication strategies like organizing social events motivate and Creates not only a conducive working environment, but also a friendly job place.
- Through strategies like advertisement; Corporate Communications promotes competitiveness and hence profitability of the organization is boosted.
- Corporate Communication reinforces messages from the top management to the employees and vice versa; therefore boosts transparency and team working among employees.
- Corporate Communications creates and maintains a positive image of the organization to its publics including its employees; hence employees become more responsible, punctual and act with integrity.
- By creating awareness on products and services offered by the bank, employee's openness, commitment and competitiveness is promoted.

Moreover, the researcher wanted to know the contribution of some specific Corporate Communication strategies in influencing employee value systems. The strategies tested here were those which came out as most applicable by the PR department at National Microfinance Bank – PLC headquarters.

Figure 4.2.3 The contribution of CSR in influencing employee value systems at

NMB - PLC

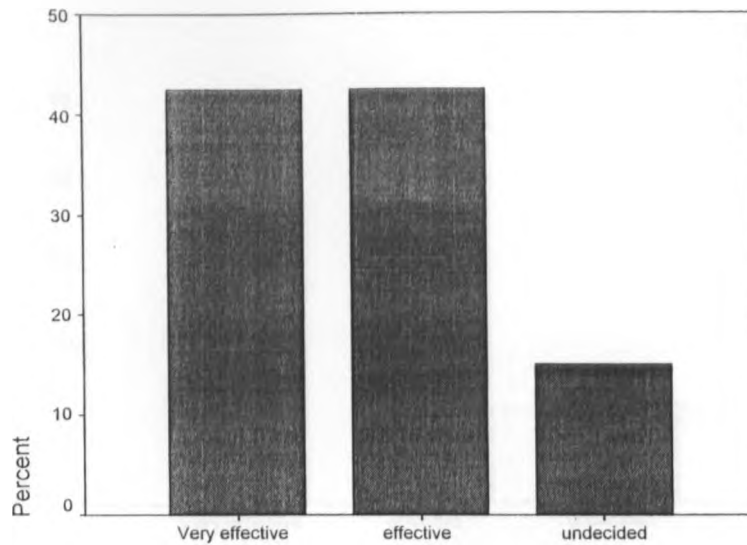


Source: Field data analysis 2011

As shown in figure 4.2.3 above, 35% of the respondents said Corporate Social Responsibility is very effective in influencing employee value systems at NMB – PLC, while 57.5% said it is just effective and 7.5% remained undecided. These findings indicate that majority of the employees realize the importance of CSR for the success of their organisation, despite of a small percentage which still needs to be educated, and that is 7.5 of the employees.

Figure 4.2.4 The contribution of Annual reports in influencing employee value systems at

NMB - PLC



rate the contribution of annual reports in influencing employee value:

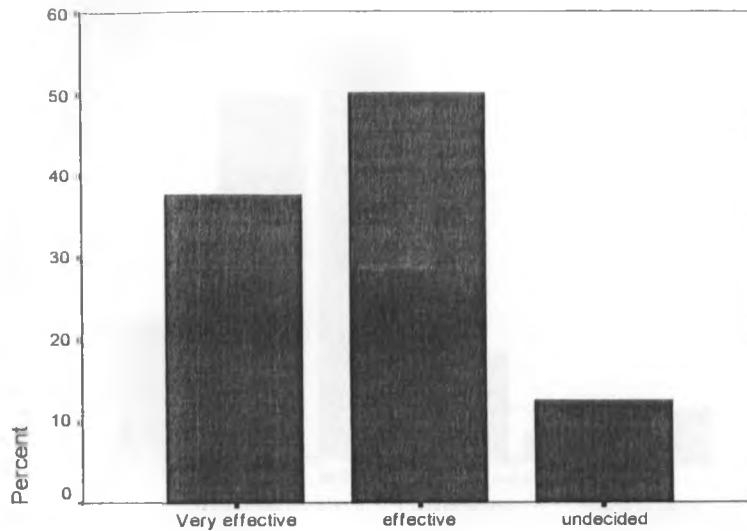
Source: Field data analysis 2011

As figure 4.2.4 above shows, 42.5% of the respondents said annual reports are very effective in influencing employee value system, while 42.5% others said annual reports are just effective and 15% remained undecided on whether annual reports influence employee value systems or not. There were no respondents who said annual reports are not effective or that they have never received information from annual reports.

These finding on annual reports influence to employee value systems portrays a picture that there is still a need for improvements to be done to make even the other 57.5% say it is very effective and not just effective or undecided. Employees can be possibly getting information from annual reports but don't see its impact in their daily routines. Probably, because they don't contribute in its messages or they just consider it technical and authoritative.

Figure 4.2.5 The contribution of publications in influencing employee value systems at

NMB - PLC



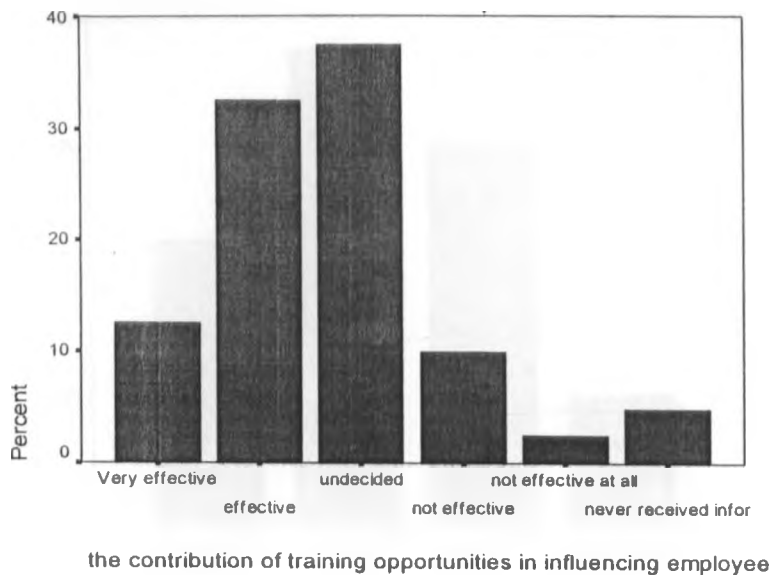
rate the contribution of publications in influencing employee valu

Source: Field data analysis 2011

As figure 4.2.5 above shows, 37.5% of the respondents said publications are very effective in influencing employee value systems, while 50% of the respondents said publications are just effective and 12.5% were undecided on whether publications influence employee value systems or not. These findings indicate that despite of publications being effective they are not very effective in influencing employee values. This suggests a room of improvements in using publications at the Bank.

Figure 4.2.6 The contribution of training opportunities in influencing employee values at

NMB - PLC

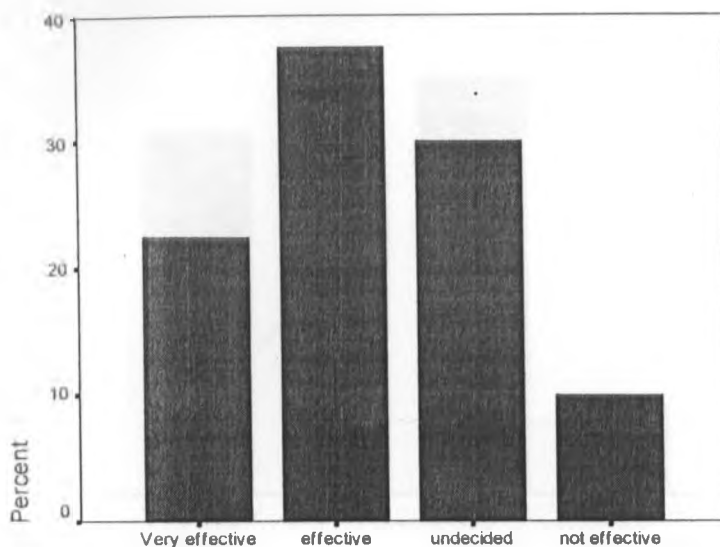


Source: Field data analysis 2011

Figure 4.2.6 above reveals that 12.5% of the respondents said training opportunities contribute very effectively in influencing employee value systems, while 32.5% said publications are just effective in influencing employee value systems, 37.5% remained undecided. Other respondents 10% said training opportunities are not effective and 2.5% said they are not effective at all and 5% said they have never received information related to values from training opportunities.

Figure 4.2.7 The contribution of direct & electronic mails in influencing employee values at

NMB - PLC



the contribution of mails in influencing employee value system

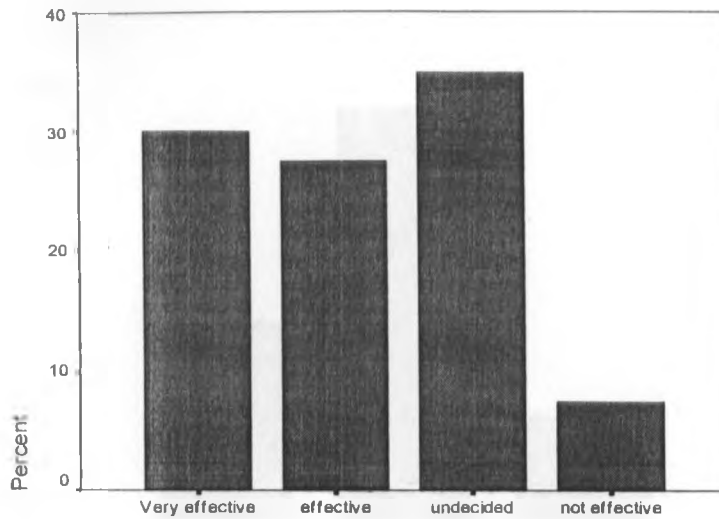
Source: Field data analysis 2011

About the contribution of direct and electronic mails in influencing employee values at NMB – PLC, figure 4.2.7 indicates that 22.5% of the respondents said that mails are very effective, 37.5% said mails are just effective, 30% remained undecided and 10% said direct and electronic mails are not effective in influencing employee value systems at NMB – PLC.

These findings generally depict that majority of the employees at NMB – PLC realize that direct and electronic mails are likely to influence employee value systems. This can be due to the fact that, letters (mails) are the most frequently used official ways of communication formal issues to individual employees, for instance appointments, promotions, permissions etc.

Figure 4.2.8 The contribution of social activities in influencing employee values at

NMB - PLC



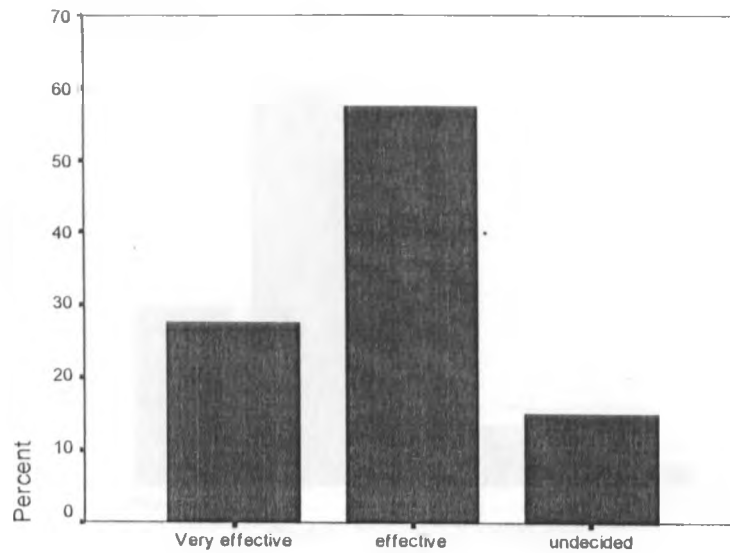
the contribution of social activities in influencing employees value

Source: Field data analysis 2011

As evidenced in figure 4.2.8 above 30% of the respondents said that social activities and staff events are very effective in influencing employee value systems, other 27.5% said social activities are just effective. Another 35% were undecided while 7.5% said social activities are not effective in influencing employee value systems at NMB – PLC. These findings show that majority of the employees 57.5% acknowledge social events as important in influencing values of the employees at NMB – PLC.

Figure 4.2.9 The contribution of staff meetings in influencing employee values at

NMB - PLC



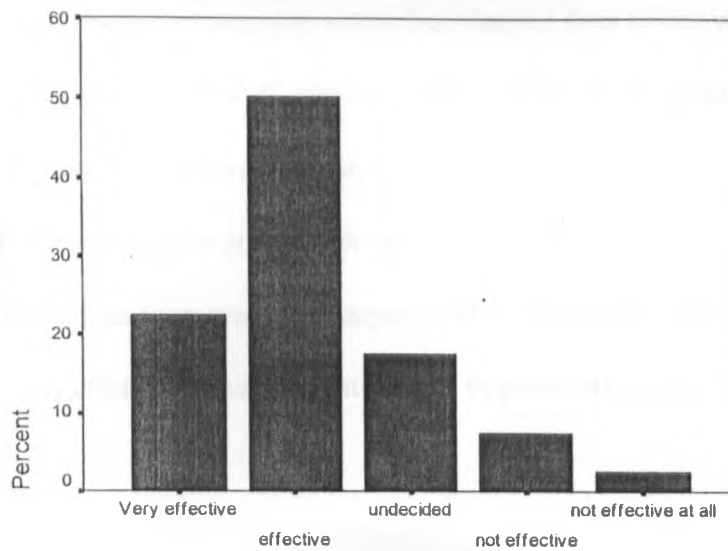
the contribution of Staff meetings in influencing employee values

Source: Field data analysis 2011

Figure 4.2.9 above shows that 27.5% of the respondents said staff meetings are very effective in influencing employee value systems. Others 57.5% said staff meetings are just effective, while 15% of the respondents remained undecided on whether staff meetings influence employee values systems at NMB – PLC or not. The findings, generally shows majority of employees at the bank (85%) realize the importance of staff meetings in building and maintaining a strong value system hence success of the organisation.

Figure 4.2.10 The contribution of conferences & seminars in influencing employee values at

NMB - PLC



the contribution of conferences & seminars in influencing employ

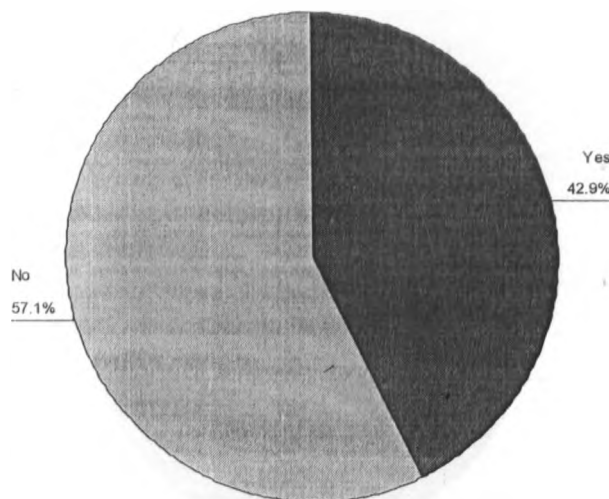
Source: Field data analysis 2011

Figure 4.2.10 above indicates that 22.5% of the respondents said that conferences and seminars are very effective in influencing employee value systems at NMB – PLC, while 50% said they are just effective. Those who remained undecided were at 17.5%, those who said seminar and conferences are not effective were at 7.5% and only 2.5% said seminars and conferences are not effective at all. These findings show that those who said conferences and seminars are just effective were the dominant group (50%), which means that they may have some gray areas which they think should be improved to make seminar and conferences very effective in building a strong culture at National Microfinance Bank – PLC.

4.2.4 To recommend ways on how NMB - PLC can promote value-based messages in Corporate Communication programs.

In attempting to meet this objective, the researcher wanted first to know the opinions of both senior managers and junior staff, on the current situation. Respondents were asked their views on Corporate Communication, if it has covered effectively messages to promote values of the employees at the bank or not. The following were the responses:-

Figure 4.2.11 Responses from senior managers on if Corporate Communications at NMB – PLC has effectively covered messages to promote values of employees.

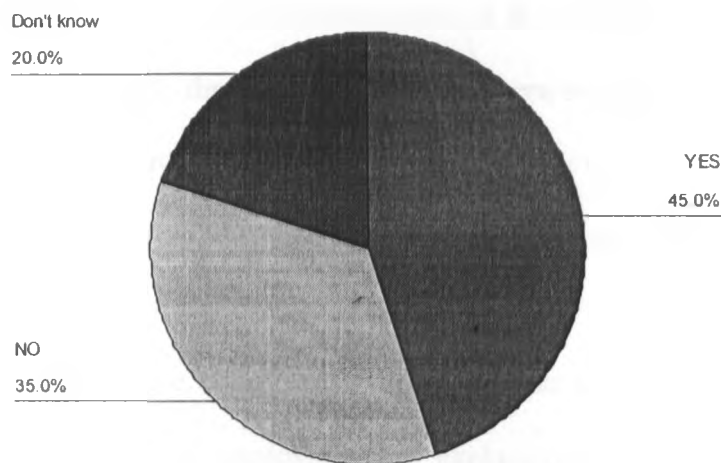


Source: Field data analysis 2011

Figure 4.2.11 above indicates that 42.9% of the senior managers said Yes, agreeing that Corporate Communication at NMB – PLC has effectively covered messages to promote values of the employees. However, majority of the managers (57.1%) said No, meaning that Corporate Communication at NMB – PLC has not effectively covered messages to promote values of employees.

These findings indicate that majority of the managers were not able to identify specific Corporate Communication activities, programmes or campaigns at NMB – PLC; that have contributed in building, shaping or maintaining a strong value system among employees. This situation suggests a serious need for improvements on how communication is done at National Microfinance Bank PLC headquarters.

Figure 4.2.12 Responses from junior employees on if Corporate Communications at NMB has effectively covered messages to promote employee values



Source: Field data analysis 2011

Figure 4.2.12 above indicates that majority of the respondents (45%) said Yes, implying that corporate Communication at NMB – PLC has effectively covered messages to promote values of the employees. However, 35% said No; meaning Corporate Communication has not effectively covered messages to promote values of the employees.

Yet another 20% of the respondents said they don't know whether Corporate Communication has been effective or not in covering messages which promote values of the employees at the Bank. There were undecided in this case.

These findings give an impression that despite of 45% of respondents saying that Corporate Communication is effective in communicating about the importance of employee values; more efforts are needed in creating awareness to 35% and 20% who said "No" and "Don't know" respectively. They actually comprise the large percent (55%) of the employees at NMB – PLC.

As a sequel, when asked to explain their responses, majority of the 45% respondents who said "Yes" related their answers to the effectiveness of the communication channels they have been using. For instance, through e-mails, newsletters, suggestion boxes, annual and periodical reports, departmental meetings among others; they were able to learn and share the Company's mission, goals and strategies; whereby the values are reflected in.

For those who said "No" i.e. Corporate Communication has not effectively covered messages to promote values of employees; they explained their response in the line of being not accessed by some communication channels, for instance, newsletters and other publications. They also revealed that in some occasions most of the communications done is top-down structured (from the Top management to the Staff) hence they are denied the opportunity of sharing their views.

Based on the above responses on how NMB-PLC employees view the current situation on the effectiveness of Corporate Communications in covering messages which promote employee values systems, respondents were asked to suggest what can be done for Corporate Communication programmes to promote value-based messages. The following recommendations were given:-

- More space and time should be given in coverage of employee values messages.
- There should be a two-way traffic type of communication allowing information sharing and a good feedback mechanism.
- Seminars and training among employees should not only emphasis on technical and professional issues but also discuss the values at NMB – PLC.
- Simple communication tools like posters and fliers containing NMB-PLC core values should be used in communicating to various publics.
- NMB – PLC should widen the chance of openness through Corporate Communication and involve employees in making strategic decisions and contents of messages that affects their daily working affairs.

CHAPTER FIVE

Discussion of the findings

5.0 Introduction

This chapter presents the discussion of the findings on the study of “The influence of Corporate Communications on employee value systems; A case study of NMB – PLC.”

The major findings of the study, as presented in the previous chapter are discussed below.

5.1 *Corporate Communication strategies used by NMB – PLC*

This study revealed that there are different Corporate Communication strategies used by NMB-PLC in communicating to its publics (internal and external), in which among others, the following were the most prevalent:-

5.1.1 *Corporate Social Responsibility (CSR)*

It was evident from the findings that CSR is among the key communication strategies used by NMB-PLC. Focusing on education and health sectors, among others; the bank has reached almost all districts in Tanzania mainland and Zanzibar. Probably, the question can be why all these initiatives?

Williams (2008:92) argue that commitment in CSR practices has several advantages to companies. It has positive effects on customers, job applicants and employee retention, sales growth, and on company efficiency. This is likely to be the reason why NMB-PLC is successfully building and maintaining a positive image to its publics, including the internal ones (employees), thus it was not surprising to find 71.4% of the managers and 92.5% of other junior employees appreciating the role of CSR in their company.

The implication of this finding is that CSR should not be undermined in any corporate organization. As an effective communication strategy, its place should be promoted and its activities implemented for success and development of NMB-PLC as for this study.

5.1.2 Annual and periodical reports

The findings indicated that majority of the respondents have knowledge on Annual and periodical reports as one of the Corporate Communication strategies used at NMB-PLC. For instance, the annual report was said to be a very useful document in providing the annual banks performance evaluation and the future projections.

It was therefore evident that though some employees consider the document as authoritative and technical, they still use it to get information from the top management. These findings also imply that despite of the one-way model of communication being outdated (especially in corporate organisations); some strategies like annual and periodical reports can still be useful. However, they should be applied strategically and made available to a large audience.

5.1.3 Newsletters, brochures, memos, fliers and other publications

The Bank's internal Newsletter (*Sauti ya NMB- Jarida la wafanyakazi*) and other publications like fliers, leaflets and brochures were revealed to be used by a large percent of employees for communication. The study found that employees prefer messages delivered via memos, newsletters, fliers etc, so that they can attend to it when convenient and have the data in writing to refer to more than once.

This kind of communication requires little interaction and exchange on the part of the employee; it usually involves learning about the company rather than discussing a critical decision that has an effect on the company. Thus, when receiving information that is not directly relevant to them, employees do not need the additional data supplied by visual cues, such as facial expressions, to be satisfied. (Byrne and LeMay: *Journal of Business and Psychology*, Vol. 21, No. 2. 2006, pp. 149-173)

5.1.4 *Internal e-mails (intranet)*

A large number of respondents (60% junior staff and 57% managers) mentioned internal electronic mails as one of the communication channels used by the organisation. In an interview with one of the managers it was even revealed that each employee of NMB-PLC has the organisational e-mail account or address – nmbtz.com, for that purpose.

However, posting corporate communications on an intranet requires employees to access the system repeatedly because they won't know when new information will be posted. There is a possibility that some employees will miss an important announcement because they were busy with other things and don't get the chance to check when the communication was posted. All these should be in mind when using intranet for organizational communication.

Other challenges of using internal e-mails for organizational communication include the following; it is difficult to grab users' attention since messages are indistinguishable from all other e-mail, Messages can be mistaken for spam and messages can be stopped by users' restrictive e-mail filtering. Therefore, this study advocates the use of other media

too to supplement intranet and not relying much on intranet only for Corporate Communications.

5.1.5 Training and seminars

From the findings, it was evident that NMB-PLC uses training and seminars as a way of communicating to and improving employees' welfare. A special budget is set annually for training in order to improve employee's technical skills and hence effectiveness. Majority of the respondents acknowledged to be informed through training and seminars. This study therefore, sees it important to use this communication strategy for building and maintaining strong employee's relations and interactions. To paraphrase Greenbaum (1974) training activities are among the informative-instructive communication channels. They help to secure the organizational goals of conformity, adaptiveness, morale, and institutionalization; thus higher levels of productivity and effectiveness. It is about getting and giving information that enables subordinates to properly execute job requirements.

5.1.6 Advertisements

From the analysis of the findings, it appeared that advertisements are one of the ways used by NMB-PLC to communicate to both its internal and external publics. Most of the product and service advertisements seemed to be channelled through the print media and few through electronic media. The Bank's website and Newsletters do serve this function too.

Advertisements play an important role in the process by which an economic system guided by moral norms and responsive to the common good contributes to human development. It is a necessary part of the functioning of modern market economies,

which are emerging today in many parts of the world. Advertising currently seem to be "the most efficient instrument for utilizing resources and effectively responding to needs" of a socio-economic kind. In such a system, advertising can be a useful tool for sustaining honest and ethically responsible competition that contributes to economic growth in the service of authentic human development. ¹¹

5.1.7 Staff meetings

Majority of the respondents indicated that departmental or staff meetings are very important in communicating various matters at their job place. They further claimed that in order to have a shared understanding among employees and thus smooth running of the organisation, frequent meetings are important despite of some challenges in preparing them.

Sillars (2005:12) argue that frequent staff meetings are hard to organise as they take up working hours, and they are difficult to run as it is important to make sure that everyone has a say without the meeting being unduly long. He further advocates that since they improve relationships between employers and workers they are very worthwhile and the best way of getting the views of most employees.

5.1.8 Sponsorship programmes

From the findings, the researcher revealed that NMB – PLC uses sponsorship programmes for publicity campaigns, which is one of the key roles of the Public Relations Department. Through sponsorship programmes the bank aims to position

¹¹(http://www.vatican.va/roman_curia/pontifical_councils/pccs/documents/rc_pc_pccs_doc_2202_1997_ethics-in-ad_en.html)

its image closer and positively to the society. A good example is NMB sponsorship for the National Soccer Team "*Taifa Stars*".

Sponsorship programs are very beneficial to overall marketing and PR strategy in an organization, helping to accelerate the growth of a business and increase productivity. They give a company a presence well beyond its actual size thus they can even provide a morale boost to the employees.

Also, strategic sponsorships can lead to even greater PR opportunities and brand exposure through having the opportunity to educate customers. Sponsorships allow a company to support causes that are important to the community of its customers. Such support gives a company a sense of purpose, the willingness to make a difference by supporting a worthy cause.¹²

5.2 Values which have led to achieving organizational goals at NMB- PLC

The findings revealed that National Microfinance Bank-PLC emphasises on the following core values; eagerness, customer focus, integrity, ownership, teamwork and compliance. Moreover, through analysis of the responses from the questionnaires distributed to seven managers; the researcher was able to identify more values that have contributed to the success of NMB-PLC.

5.2.1 Values contributing very highly to the success of NMB-PLC

Respondents identified Competitiveness contributing by 71%, Ambition contributing by 57%, Creativity contributing by 43%. Also Neatness was identified to contribute by 43%

¹² Accessed at <http://www.franchise.org/Franchise-Industry-News-Detail.aspx?id=52304>

and Flexibility by 43%. These findings vindicate the systems theory, proving the fact that organisations operate in a set of interacting units, an internal and external environment. Therefore because of the current stiff competition in the banking industry in Tanzania; it is likely that competitiveness, creativity, ambition and flexibility have assisted NMB - PLC to study the business environment hence execute the appropriate interventions and tactics that benefits the organisation.

5.2.2 Values contributing highly to the success of NMB-PLC

Furthermore, the findings identified values which contribute highly but not very highly to the success of NMB - PLC. This comprised of harmony and peace (71.4%), freedom (57.1%), commitment (57.1%) and obedience (57.1%). Others in this category were dependability, helpfulness, integrity, competence, efficiency and transparency, each contributing by 42.9%.

5.2.3 Values contributing moderately to the success of NMB-PLC

These comprised of comfortability (57.1%), cooperation (42.9%), responsibility (42.9%), respectability (42.9%), consistency (42.9%) and autonomy (42.9%).

Looking at the two above groups of values, (those contributing highly and those contributing moderately to the success of NMB-PLC); the systems theory still applies. It is becoming even more evident that NMB – PLC operates in an open system, whereby environmental forces such as customers and competitors exert considerable influence in its operations. The findings above highlight the essential relationship between NMB - PLC and its environment (external and internal) as well as the importance of maintaining external inputs to achieve a stable organisation.

Generally, the ranking of these values is consistent to their implications in dealing with individuals in the organisation. For instance, when employees are provided with a good value system and not only a challenging but also a supporting environment; they can be highly motivated to achieve both personal goals and organisational goals (competitive, creative, compliance etc). Also when employees are involved in planning, listened, supported, obstacles removed, autonomy and responsibility given, standards are set and success rewarded; the organisation can easily deal with them. Employees become more committed, comfortable and responsible in their job place.

5.3 The influence of Corporate Communications on employee value systems.

From the findings, 86% of managers and 88% of junior staff documented that Corporate Communication has a considerable influence on employee value system at National Microfinance Bank - PLC. In explaining their responses they mentioned the following:-

- Corporate Communications makes employees to understand that they are part of the organization thus more accountable and committed in exerting their duties. This is possible where effective communication strategies are applied (with a good feedback mechanism), whereby employees are given room to express their views and actually have the opportunity to see their suggestions implemented.

According to the Human Relations Theory, human beings (employees) should be viewed as capable of rationality, capable of choice, capable of moral conduct and, by virtue of all possessing these traits, all entitled to certain rights. Thus the management should always try to understand the problems and anxieties of the staff and to encourage their wider motivations to work.

- It also promotes professionalism and customer centred services, hence enhance employee's performance. Through strategies like seminars, training and conferences, employee skills, abilities and knowledge are sharpened. For instance, through communications employees are always informed of their job descriptions, rules and regulations in the company and other procedures of the organisation operations. Conrad and Poole (2005:3) write that:

“employees cannot function effectively unless they possess the technical skills that their positions require, being able to recognize, diagnose and solve communication-related problems is vital to the success of people in even the most technical occupations.”

For instance, accountants must be able to obtain complete, accurate and sometimes sensitive information from their clients. Supervisors and managers also must be able to get adequate and timely information, give their subordinates clear instructions, create conditions in which their commands will be carried out and get reliable feedback about the completion of the assigned task.

- Corporate Communication strategies like organizing staff social events, motivates and Creates not only a conducive working environment, but also a friendly job place. The Human Relations Theory also supports this idea by focussing on the values, needs and contribution of the employee to the organizations success. The theory assumes that, by satisfying the needs of individual employees, productivity will increase. Aiming to motivate workers through both social and economic factors, the theory emphasizes on the importance of informal interaction and working in groups.

- Through strategies like advertisement; Corporate Communication promotes competitiveness and hence profitability of the organization is likely to be boosted. Where there is product and service awareness among the external publics, it becomes easier to communicate with the internal publics; employee's openness, commitment and competitiveness is also promoted. Therefore Corporate Communication should always be programmed to boost productivity, increase quality and contribute to a positive culture in the organisation. It should aim at reducing frustrations, fear, uncertainty and dissatisfaction among both internal and external publics.
- Corporate Communication reinforces messages from the top management to the employees and vice versa; therefore boosts transparency and team working among employees. However, the findings from this have proved that scenario to be only possible where effective channels are used and also depending on the quality of the information communicated. Zmud (1978), as cited in Byrne and LeMay (2006) observed that that the perceived quality of information communicated within organizations is significantly linked to organizational performance and employee or organizational outcomes. Quality of information refers to whether the communication is relevant, accurate, reliable and timely.

In support, Snyder and Morris (1984) found that the perceived quality of communication (i.e., effectiveness and adequacy of communication) from the supervisor was strongly, positively related to objective measures (i.e., cost of operation per employee, number of clients served) of overall organizational performance. Thus, the higher the perceived quality of the message; the greater the overall performance of the organization.

- Corporate Communications creates and maintains a positive image of the organization to its publics; hence employees become more responsible, punctual and act with integrity. Wilson (2004:67) supports this by saying that regular open and effective communication is a basic way in which to promote change and to address uncertainty. Transmission of detail helps to overcome the potential for rumour taking hold.

“To secure and maintain a legitimate and recognizable place in material and symbolic markets; many organisations of today pursue a variety of complex communication activities. Such activities... often involve both internal and external functions...” (Christensen and Cheney, 2001:232)The findings further identified the contribution of some Corporate Communication strategies in influencing employee value systems.

CSR– majority of the employees realize the importance of Corporate Social Responsibility in influencing employee value systems at NMB – PLC. Through CSR, there is a possibility to attract new customers, greater value for the shareholders, an increased profitability, better capacity to manage the risks and capacity to recruit first choice employees.¹³

Training opportunities – few respondents agreed that training opportunities can influence employee value systems. Majority could not consider training opportunity influencing their values. It is thus established by this study that NMB-PLC should realize the importance of training opportunities for employees as a key factor in employee

¹³ According to a survey published in 2008 by “Economist Intelligence Links (Canada)” carried out with 1200 Managers from different places over the world as found online at <http://www.csrandmanagement.eu/rse-avantages-en.php>

motivation and retention. Always employees want to continue to grow and develop job and career enhancing skills.

Direct and electronic mails - The findings depicted that majority of the employees at NMB – PLC realizes that direct mails are likely to influence employee value systems. This can be due to the fact that, letters (direct mails) are the most frequently used official ways of communicating formal issues to individual employees, for instance appointments, promotions, permissions etc. However, few mentioned to be accessing information related to their values through electronic mails.

Social activities – the findings revealed that more than half of the respondents acknowledge social events as important in influencing values of the employees at NMB – PLC. The rest either said social activities are not effective or they just remained undecided. The study has however indicated that team working, nurturing relationships and being sympathetic can significantly be maintained through social activities.

Staff meetings - Majority of employees at the bank (85%) realized the importance of staff meetings in building and maintaining a strong value system hence success of the organisation. Most of the respondents said to have been learning a number of issues which facilitate their working relations through staff and departmental meetings.

5.4 Current situation on NMB-PLC Corporate Communication messages about

Employee value systems

The findings revealed that despite of some managers (42.9%) agreeing that Corporate Communication at NMB – PLC has effectively covered messages to promote values of the employees; majority of the managers (57.1%) said it has not done so effectively.

These findings highlight that there is a serious need for improvements on how communication is done at National Microfinance Bank PLC headquarters. Some managers may be just committed to meet their financial and technical obligations, forgetting their role in creating a good working condition through effective communication with their junior staff.

Anthony et al (2006:12) write that communication between workers and their superiors is very important just like the need for a more participative work place atmosphere. Based on the Human Relations Theory, this understanding rejects the scientific management approach and it has been found to increase productivity of workers and increase the profits of companies using it.

In general, the findings showed that accessibility to certain communication channels in the organisation is likely to have created the gap between those who appreciate the effectiveness of Corporate Communications and those who don't. For instance, while most of the managers who said Corporate Communication has effectively covered messages to promote employee values had access to e-mails; most of the junior staff, who opposed, claimed to have no access to most of the communication channels including e-mail and some publications like annual reports.

This is what Chin (2005)¹⁴ comments on the challenges of using e-mails as a Corporate Communication tool;

“E-mail has been contaminated by so much junk that it's difficult to get an important message across. Users might give a company announcement a cursory glance and pass it by thinking it's just more unsolicited mail. They may simply treat these types of internal communications as white noise and ignore them. And with the time-sensitive nature of corporate communications, it might be too late when users finally discover the message.”

Therefore, this study further stress that effective Corporate Communication should involve not only the message itself, but also the medium that carries and delivers it. And it is these two components of a communication (the message and the medium) that dictate whether employees will receive and understand it. This is in line with the early assumption in this study that any effective communication process in a given context, must have a significant impact to the receiver's behavior, so is effective Corporate Communication.

¹⁴ Chin P. 2005 at http://www.intranetjournal.com/articles/200510/pij_10_26_05a.html

CHAPTER SIX

Conclusions and Recommendations

6.1 Conclusions

Organizations have a need to share with employee's critical information, both positive and negative, about major changes in business that affect the organization and/or the employees directly or indirectly. For example, acquisitions, layoffs, substantial changes in the executive staff, changes in stock price or earnings, loss of a large customer, rumours that are both founded and unfounded, legal actions against the organization, and take-over attempts are all critical information that must be shared in a timely, yet sensitive manner. NMB-PLC is no exempt of such corporate obligations.

“NMB is bustling with activities both at branch, zone and head office making communication a key in having a shared vision and understanding, which are key ingredients in having a strong NMB family and business success.” (Mark Wiessing, CEO, in *Sauti ya NMB* Newsletter, February/March 2011 Edition).

It is that reality which pushed the researcher to study on the influence of Corporate Communication on employee value systems, with a case study at NMB-PLC. Having a view that NMB-PLC as a Corporate Organization has values and professional codes of conduct to be communicated properly among employees for realizing successfully both organizational and personal goals.

The findings of this study have revealed that Corporate Communication can influence employee value systems depending on the effectiveness of the strategy used. For instance, while some strategies like electronic mails can access and influence few; other

strategies like organizing social events and staff meetings seem to be very communicative in influencing employee's relationships and interactions.

This study further accentuate that organizations should not only spend much time and efforts in communicating to the external publics but also create and implement effective Corporate Communication strategies, to build a strong value system among employees. This will enable sharing the values within the organization hence facilitate policy and decision making benchmarks and improve organizational performance.

6.2 Recommendations

Following the analysis and discussion of the field data findings in the study, the researcher has outlined some recommendations which if considered seriously and professionally, can assist in rectifying some challenges observed in this study: -

6.2.1 To National Microfinance Bank-PLC

- Publications and other strategies applied in communicating various messages, including core values at NMB –PLC, should use simple language, clear and understood by majority of the intended publics, for instance employees.
- Notice boards and entrance points should be displayed with the core values of the Bank, the Goal and the mission statement.
- More PR campaigns should be done targeting not only the external publics but also considering the internal publics, on the importance of a good value system for the success of National Microfinance Bank – PLC.

- The management should always support Corporate Communication activities in the company and ensure a good relationship between employees at various management levels.
- More communication experts should be employed and trained in line with the key values of National Microfinance Bank – PLC, instead of the current two employees only at the headquarters office.

6.2.2 To future researchers in Corporate Communications

Corporate Communication researchers should review the existing PR communication strategies and then see the possibility of re-structuring their implementation procedures to come up with specific guidelines ensuring incorporation of more messages which promote employee values.

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APPENDICES

Appendix 1



THE UNIVERSITY OF NAIROBI SCHOOL OF JOURNALISM

STUDY INSTRUMENT

QUESTIONNAIRE FOR SENIOR MANAGERS

A: Statement for Consent

Dear Sir/Madam,

I am Mr. Lila Sayi Mandu, a post-graduate student pursuing Master of Arts degree in Communication Studies at the University of Nairobi. I am carrying out a study on "*THE INFLUENCE OF CORPORATE COMMUNICATIONS ON EMPLOYEE VALUE SYSTEMS: A CASE STUDY OF NMB PUBLIC LIMITED COMPANY.*" as a partial requirement for the award of Masters Degree.

As for that matter, I have identified you as one of my respondents and I hope that you feel free to discuss with me. Kindly, be assured that all the information that you will provide will be treated in confidence and for academic purposes only. Your name or information that may identify you as a respondent will not be given to anyone. I kindly ask you to fill in this questionnaire correctly.

Thanking you in advance for your time and information.

Contacts:-

Lila Sayi Mandu

P.O.Box 3104

Mwanza, Tanzania

Cellular: +255767 626380, +255784 626380

E-mail: saliobeja@gmail.com, beblessedlila@yahoo.com.

B: Preliminary information

*Please, put tick [] where appropriate.

1. Profession.....
2. Respondent's current job title/position.....
3. Gender: Male [] Female []
4. Age: Under 30 years []
31 – 40 years []
41 – 50 years []
51 years and above []
5. Level of education of the respondent:
 - a) Certificate []
 - b) Diploma []
 - c) Degree []
 - d) Postgraduate Diploma []
 - e) Masters Degree []
 - f) PhD []
 - g) Other (s) specify.....
6. Experience of the respondent in the organisation:
 - a) 0 – 5 years []
 - b) 6 – 10 years []
 - c) 11 – 20 years []
 - d) 21 and above... []

C: Establishing Corporate Communication strategies used by NMB- PLC

*Please, put tick [] where appropriate.

1. a) Do you have PR/Corporate Communications Department in your organisation?
Yes [] No []
b) If yes, which specific channels of Communication are used by that Department in its activities?
.....
c) If no, explain how communication is done in your organisation?
.....
.....
2. a) If you answered Yes above; are the ways of communication used by Corporate Communication Department effective? Yes [] No []
b) If Yes, explain how?.....
.....
c) If No, explain why?.....
.....

D: Identifying the values which have led to success at NMB - PLC.

3. a) which key norms or behaviours are cherished and promoted in your organisation (NMB - PLC)?.....

b) Which specific values have contributed to the success of NMB Public Limited Company? In the following likert scale; please put tick [√] where appropriate; consider that 1= Very high, 2= High, 3= Moderate, 4=Poor, 5= Very poor.

S/N	Values	1	2	3	4	5
1.	Competitiveness					
2.	Freedom					
3.	Cooperation					
4.	Creativity					
5.	Responsibility					
6.	Transparency					
7.	Harmony and peace					
8.	Fairness					
9.	Ambition (working hard and setting goals)					
10.	Comfortability					
11.	Respectability					
12.	Efficiency					
13.	Competence (being capable, showing effectiveness)					
14.	Integrity					
15.	Consistency					
16.	Neatness (working or dressing tidily)					
17.	Commitment					
18.	Helpfulness (working or concern for others' welfare)					
19.	Obedience (being dutiful, showing respect)					
20.	Dependability					
21.	Flexibility					
22.	Autonomy					

E: The influence that Corporate Communications has on employee value systems:-

4. a) To what extent do you think Corporate Communications influence employee's working relationships and behaviours, for instance; being responsible, careful, logical, flexible, strategic, kind, sympathetic, collaborative etc.?

- i. Very highly []
- ii. Highly []
- iii. Moderate []
- iv. Poorly []
- v. Very poorly []

b) In your view, what are the ways through which Corporate Communication can influence employee values (relationships and behaviours at the work place)? (Select only those which are applicable at your Company)

- Providing information on the importance of values in your company []
- Socialization with employees e.g. staff events []
- Education and training for employees []
- Providing feedback to management from employees []
- Providing motivation e.g. awards for employees []
- Orientations and seminars on the company's mission statement []
- Displaying by-laws and policies on notice boards []
- Participating in Corporate Social Responsibility activities []
- Any other (Please specify).....

5. What do you think is the contribution of Corporate Communications to the realization of the company goals?

.....

.....

F: Recommending ways on how NMB - PLC can promote value-based messages in Corporate Communication programs:-

6. a) In your opinion, has Corporate Communications at NMB - PLC effectively covered messages to promote values of the employees?
Yes [] No [] Don't know/No answer []

b) Please, explain your answer above:
.....
.....

c) What do you think can be done for NMB - PLC to promote value-based messages in its Corporate Communication programmes?
.....
.....

-END-

Thank you for your earnest cooperation, may God bless you abundantly.

Appendix 2



THE UNIVERSITY OF NAIROBI SCHOOL OF JOURNALISM

STUDY INSTRUMENT

QUESTIONNAIRE FOR EMPLOYEES

A: Statement for Consent

Dear Sir/Madam,

I am Mr. Lila Sayi Mandu, a post-graduate student pursuing Master of Arts degree in Communication Studies at the University of Nairobi. I am carrying out a study on "*THE INFLUENCE OF CORPORATE COMMUNICATIONS ON EMPLOYEE VALUE SYSTEMS: A CASE STUDY OF NMB PUBLIC LIMITED COMPANY.*" as a partial requirement for the award of Masters Degree.

As for that matter, I have identified you as one of my respondents and I hope that you feel free to discuss with me. Kindly, be assured that all the information that you will provide will be treated in confidence and for academic purposes only. Your name or information that may identify you as a respondent will not be given to anyone.

I kindly ask you to fill in this questionnaire correctly. You are not under obligation to write your name anywhere in this questionnaire.

Thanking you in advance for your time and information.

Contacts:-

Lila Sayi Mandu

P.O.Box 3104

Mwanza, Tanzania

Cellular: +255767 626380, +255784 626380

E-mail: saliobeja@gmail.com, beblessedlila@yahoo.com.

B: Preliminary information

*Please, put tick [] where appropriate.

- 1. Profession.....
- 2. Respondent's current job title/position.....
- 3. Gender: Male [] Female []
- 4. Age: Under 30 years []
31 – 40 years []
41 – 50 years []
51 years and above []
- 5. Level of education of the respondent:
 - h) Certificate []
 - i) Diploma []
 - j) Degree []
 - k) Postgraduate Diploma []
 - l) Masters Degree []
 - m) PhD []
 - n) Other (s) specify.....
- 6. Experience of the respondent in the organisation:
 - e) 0 – 5 years []
 - f) 6 – 10 years []
 - g) 11 – 20 years []
 - h) 21 and above... []

C: Establishing Corporate Communication strategies used by NMB - PLC

*Please, put tick [] where appropriate.

- 1. a) Do you know anything about PR/Corporate Communications Department in your organisation? Yes [] No []
b) If Yes, what are the ways through which the Department works? (Mention them)
.....
.....
.....
c) If No, explain how communication is done in your company?
.....
.....
- 2. If you answered Yes in question number 1 above, what are your views on the effectiveness of those Corporate Communication ways or strategies?
They are effective [] Somehow effective [] Not effective []

D: Identifying the values which have led to success at NMB - PLC:-

3. a) Have you known any social values, norms or behaviours which are important for your success in life, even before you were employed by NMB – PLC? Yes []

No [] Don't know []

b) If yes, what are those values? (Please, mention some)

.....

4. After being employed by NMB Public Limited Company;

a) Which values or norms (learnt before) have you been using for success at your job place?.....

.....

b) Which values have you learnt at NMB - PLC and you have been using them for the success of the company?

.....

E: The influence that Corporate Communications has on employee value systems:-

5. Please, rate the contribution of the following Corporate Communication activities in influencing employee value systems at NMB - PLC since you were employed to the moment: (Please, tick appropriately)

Corporate Communication Strategy	Very effective	Effective	Undecided	Not effective	Not effective at all	Never received information from it
• Annual reports						
• Company policies						
• Announcement of appointments						
• memos from senior managers						
• Social activities and staff events						
• Staff/Departmental meetings						
• Question and Answers sessions						
• Motivation procedures.						
• Awards and bonuses giving						

Corporate Communication Strategy	Very effective	Effective	Undecided	Not effective	Not effective at all	Never received information from it
• Incentive schemes						
• Training opportunities, e.g. Study leaves and secondments.						
• Conferences and Seminars, e.g. in-house training.						
• Publications like journals, magazines, newsletters etc.						
• Suggestion boxes.						
• The use of notice-boards.						
• Lobbying						
• Advertisements						
• Corporate Social Responsibility.						
• Sponsorship programmes; e.g. financial support for issues or individuals.						
• Website contents.						
• Organising special events, e.g. music concerts, promotion tours and road shows.						
• Direct and electronic mail						

6. What do you think is the contribution of Corporate Communications to the realization of the company goals?

.....

.....

.....

.....

7. a) Do you agree with the statement that Corporate Communication has influence on employee value system at NMB -PLC?

Strongly agree [] Agree [] Undecided []

Strongly disagree [] Disagree []

b) Please, explain your response above:.....
.....
.....
.....

F: Recommending ways on how NMB-PLC can promote value-based messages in Corporate Communication programs:-

8. a) In your opinion, has Corporate Communications at NMB-PLC effectively covered messages to promote values of the employees?

Yes [] No [] Don't know/No answer []

b) Please, explain your answer above:
.....
.....
.....

9. What do you think can be done for NMB - PLC to promote value-based messages in its Corporate Communication programmes?

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

10. Any other relevant comments:

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

-END-

Thank you for your earnest cooperation, may God bless you abundantly.

Appendix 3



THE UNIVERSITY OF NAIROBI SCHOOL OF JOURNALISM

STUDY INSTRUMENT

INTERVIEW GUIDING QUESTIONS FOR KEY INFORMANTS

1. From its establishment as a banking service provider in the country, NMB-PLC has been successfully growing, despite of the stiff competition in the banking industry. What makes that possible?
2. Most successful organisations have invested much on creating good working conditions for the employees, including communicating clearly the organisational and personal values needed. How does NMB - PLC do that?
3. Which are the values that have led to success at NMB - PLC?
4. What role has Corporate Communication played in the success of NMB – PLC?
5. What are some of the Corporate Communication strategies used to communicate to NMB - PLC employees?
6. What practical influence does Corporate Communication have on employee value systems at NMB - PLC?
7. a) Is there a need of improving how employee values are communicated at NMB Public Limited Company?
b) If YES, What can be done to make sure that Corporate Communication programmes cover messages which promote employee values?
c) If NO, explain why?

-END-

Thank you for your earnest cooperation, may God bless you abundantly.



Human Resources Department

NMB Plc P.O. Box 9213,

DAR ES SALAAM.

TANZANIA

THE UNIVERSITY OF NAIROBI,
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES,
SCHOOL OF JOURNALISM AND MASS COMMUNICATION,
P.O.BOX 30197,
NAIROBI, KENYA.

Dear Sir/Madam,

REF: DISSERTATION- LILA SAYI MANDU-K50/76672/2009

I am honored to write to you regarding the above mentioned candidate.

The above named candidate was privileged to conduct his research in NMB Plc and he had an opportunity to interview senior Managers as well as junior staff in the bank during data collection. He also distributed questionnaires which were filled and returned back to him. We believe that the information collected will help him write his dissertation without difficulties. The topic he was researching on is "The influence of corporate communication on employee value system: a case study of NMB Plc".

Generally, the candidate portrayed a mature attitude and patience when he interviewed the Senior Managers. Please take this letter as a confirmation from NMB Plc that Mr. Lila collected data from us.

Yours Sincerely

NMB Plc

Beda Marwa

Senior Manager HR