

Competitive Advantage Through Corporate Communication

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By

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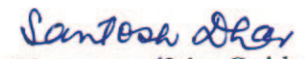
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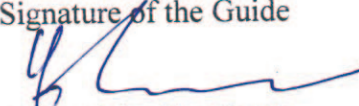
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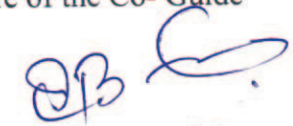
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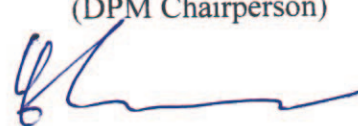
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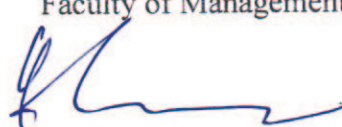

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Abstract

Corporate Communication has started receiving significant attention by both academics and business in recent years. Current environmental drifts are forcing organizations to give greater importance to corporate communication. Effective corporate communication plays an essential role to make organizations become fast, flexible and competitive. It is an act of effectively conveying to a company's stakeholders the corporate philosophy that the company regards as the ultimate of its corporate culture. While many organizations believe in the importance of corporate communication in creating a competitive advantage, this belief can still be considered as a complex issue because of the changing nature of organizations.

This study is an attempt to identify the impact of corporate communication on the corporate image of an organization. It will explore the impact of the dimensions of globalization, new technology and corporate social responsiveness on corporate communication for creating a distinct corporate image of an organization. The constituent factors of the dimensions of globalization, new technology and corporate social responsiveness are identified to determine whether these constituent factors differ in their importance in the corporate communication of services and manufacturing organizations. Based on the same, hypotheses were generated and tested. The research design involved three extensive stages namely item generation, scale development and assessment of the scale after data collection. The study relied on survey method for data collection and responses were obtained by administering questionnaires to executives involved in executing corporate communication in services and manufacturing organizations. Respondents were identified primarily through convenience and later on through network of initial contacts. The analysis was done using statistical techniques such as factor analysis, linear regression analysis, ANOVA and multiple regression analysis.

The results of the study are as follows:

1. A significant impact of corporate communication was observed on corporate image of the organization.
2. A significant impact of globalization was observed on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
3. A significant impact of new technology was observed on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
4. A significant impact of corporate social responsiveness was observed on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
5. Five constituent factors are identified for globalization namely Collaboration, Open Trade, Cross Cultural Communication, Innovative Technology and Quality Services which impact corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
6. Three constituent factors are identified for new technology namely Prompt Services, Virtual Ability and Transformed Networks which impact corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
7. Four constituent factors are identified for corporate social responsiveness namely Social Responsibility, Corporate Ethics, Corporate Virtue and Social Image which impacts corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
8. No significant difference was observed in the role of corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization. This denotes that corporate communication is important for corporate image of an organization irrespective of the industry.

9. The impact of Globalization was perceived higher in both services and manufacturing organization when compared to New Technology and Corporate Social Responsiveness. While, no significant difference was observed between services and manufacturing organizations on the dimension of Globalization. This denotes that Globalization is equally important for both services and manufacturing organizations.
10. No significant difference was observed between services and manufacturing organizations on the constituent factors for globalization namely Collaboration, Open Trade, Cross Cultural Communication, Innovative Technology and Quality Services. This denotes that all the constituent factors of globalization have an importance on corporate communication irrespective of industry type.
11. No significant difference was observed between services and manufacturing organizations on the constituent factor for new technology namely Prompt Services, Virtual Ability and Transformed Networks. This denotes that all the constituent factors of new technology have an importance on corporate communication irrespective of industry type.
12. No significant difference was observed between services and manufacturing organizations on the constituent factors for corporate social responsiveness namely Social Responsibility, Corporate Ethics, Corporate Virtue and Social Image. This denotes that all the constituent factors of corporate social responsiveness have an importance on corporate communication irrespective of industry type.
13. The constituent factors for globalization differed in their level of impact on corporate communication within services organizations. Collaboration received strongest weight in the model, followed by Quality Services and Innovative Technology. The excluded factors namely Open Trade and Cross Cultural Communication are not important within services organizations in predicting corporate communication.
14. The constituent factors for globalization differed in their level of impact within manufacturing organizations. Collaboration received strongest weight in the model followed by Quality Services, Cross Cultural Communication and Innovative Technology. The excluded factor namely Open Trade is not

important within manufacturing organizations in predicting corporate communication.

15. The constituent factors for new technology differed in their level of impact on corporate communication within services organizations. Prompt Services received strongest weight in the model followed by Virtual Ability. The excluded factor namely Transformed Networks is not important within services organizations in predicting corporate communication.
16. The constituent factors for new technology differed in their level of impact on corporate communication within manufacturing organizations. Prompt Services received strongest weight in the model followed by Transformed Networks and Virtual Ability.
17. The constituent factors for corporate social responsiveness differed in their level of impact on corporate communication within services organizations. Social Responsibility received strongest weight in the model followed by Corporate Ethics and Social Image. The excluded factor Corporate Virtue is not important within services organizations in predicting corporate communication.
18. The constituent factors for corporate social responsiveness differed in their level of impact on corporate communication within manufacturing organizations. Social Responsibility received strongest weight in the model followed by Corporate Virtue. The excluded factors namely Corporate Ethics and Social Image are not important within manufacturing organizations in predicting corporate communication.

The results derived from the present research study are likely to be of interest to academicians and practitioners. The study presents insight into the concepts of corporate communication and corporate image in both service and manufacturing organizations. It offers an assessment of the impact of corporate communication on corporate image with reference to globalization, new technology and corporate social responsiveness as perceived by executives involved in executing corporate communication. The results are likely to provide inputs for management of corporate communication process in an organization. In a larger perspective it may guide to improve and implement effective corporate communication process that is likely to result a distinct corporate image for an organizations.

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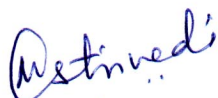
Declaration

I Megha Trivedi registered as Research Scholar, bearing Registration No. 08EXTDPM03 for doctoral programme under the Faculty of Management of Nirma University, do hereby declare that I have completed the course work, pre-synopsis seminar, and my research work as prescribed under R. Ph. D. 3.5.

I do hereby declare that the thesis submitted is original and is the outcome of independent investigations/ research carried out by me and contains no plagiarism. The research is leading to the discovery of new facts / techniques /correlation of scientific facts already known. (Please tick whichever is applicable). This work has not been submitted to any other University or Body in quest of a degree, diploma or any other kind of academic award.

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Chapter 1

Introduction

- 1.1 Theoretical Framework of Corporate Communication and Corporate Image with reference to Globalization, New Technology and Corporate Social Responsiveness
 - 1.1.1 Corporate Communication
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- 1.2. Rationale
- 1.3. Research Objectives
- 1.4. Structure of the Thesis

*Do but take care to express yourself in a plain, easy manner,
in well-chosen, significant and decent terms,
and to give a harmonious and pleasing turn to your periods:
study to explain your thoughts, and set them in the truest light,
laboring as much as possible,
not to leave them dark nor intricate,
but clear and intelligible.*

Miguel de Cervantes, Don Quixote

Background

Today, there is a widespread belief in the world of management that the prospect of any company depends significantly on how it is perceived by key stakeholders. The last decade has observed several companies growing, reforming, downsizing, merging and divesting. Enhancing corporate image is the strategic purpose of every organization particularly after recent scandals and with the increasing impact of globalization. The challenges brought by number of communication tools like computers, digital media, corporate television, video conferencing, faxes and e-mails have further created the need for the corporations to consider their communications to be at the center of their strategic plans. The need to communicate effectively, efficiently and consistently is significant to the very endurance of an organization. The very objective of building, preserving and shielding the image of an organization is actually the core task of its corporate communication department. It is the way and method of building corporate brands and supporting the foundation of a company and its identification in the market. The stress is to build a trustworthy and coherent corporate image. It involves a series of well-coordinated and planned activities and programs to highlight a company's products, services, annual achievements, philanthropy and social development efforts. Many organizations combine traditional disciplines like public relations, employee communications, advertising, press relations, under one management function called corporate communication. Corporate communication involves communication with both internal employees and also externally with customers, business associates and other stakeholders.

1.1. Theoretical Framework of Corporate Communication and Corporate Image with reference to Globalization, New Technology and Corporate Social Responsiveness

Numbers of theories have been brought to bear on the subject of corporate communication and corporate image. Corporate communication is relevant to both private and public companies, different businesses and nonprofit organizations because they operate in a competitive environment. It is frequently a key strategic tool in today's extremely cut-throat and information-driven business environment. Goodman (2000) affirmed that corporations are changing-reinventing, rethinking, transforming and reengineering themselves. Communication and a new customer orientation are the cornerstones of change in both the company attitudes and practices, requiring corporations to make massive changes in the way people communicate within the organization and with those who are outsiders.

According to Cornelissen (2004), understanding corporate communication management, has however, advantages above and beyond corporate success and career advancement. Similarly, Malmelin (2007) declared that communication competence is set to become a critical success factor for businesses in the future, but this requires a broad understanding of communications. All too often, corporate communication is still understood simply in terms of press release and media relations, or staff presentation and negotiation skills. Indeed, it is important that communication is viewed more broadly and seen as a function that cuts through and involves the whole organization, as comprising both internal communications within the organization and communication with the stakeholders and other groups outside the organization. More and more businesses today depend for their success on communication, on interaction with customers, sponsors, partners and other stakeholders. It is mentioned that in future communication is bound to emerge as an increasingly important competitive factor in the organization, a success factor leading and coaching the organization.

1.1.1. Corporate Communication

‘Corporate’ originally stems from the Latin words for ‘body’ (corpus) and for ‘forming into a body’ (corporare) (Cornelissen, 2008). It is a business or organization formed by a group of people, and has rights and liabilities separate from those of the individuals

involved. It may be a nonprofit organization engaged in activities for the public good, a municipal corporation, or a private corporation which has been organized to make a profit. In the eyes of the law, a corporation has many of the same rights and responsibilities as a person. It may buy, sell, and own property, enter into leases and contracts, and bring lawsuits. It pays taxes. It can be prosecuted and punished if it violates the law. The chief advantages are that it can exist indefinitely, beyond the lifetime of any one member or founder, and that it offers its owners the protection of limited personal liability (Corporation: Definition, Types, Formation, Maintenance, 2001)

The term ‘Corporate Communication’ is believed to have come to the attention of the general public in 1972, when the widely read US business magazine Fortune held its first annual corporate communication seminar (Otsubo, 1992). In 1970s, practitioners had used the term ‘public relations’ to describe communication with the stakeholders. This public relation function, which was tactical in most companies largely consisted with the communication with the press. When other stakeholders, internal and external to the company, started to demand more information from the company, practitioners subsequently started to look at communication as being more than just public relation. This is when the roots of new corporate communication function started to take hold (Cornelissan, 2008).

Gayeski (1993) defined corporate communication as the professional practice of developing and implementing communication rules and tools in order to enhance the dissemination, comprehension, acceptance, and application of information in ways that will help to achieve an organization’s goals. Shelby (1993) claimed that corporate communication provides an umbrella for a variety of communication forms and formats. It comprises the management’s ability to communicate with the external stakeholders, the capability of the organization to make comprehensive communication plans and to organize the channels and tools either at corporate or at product/services level. The main assertion of this approach is that corporate communication covers a wide range of activities ranging from a company’s logo and its managers’ communication in public occasions to promotional activities for marketing its product and services.

Goodman (1994) described corporate communication as a total of management function in an organization to make information accessible and to involve stakeholders in mutually beneficial activities. Corporate communication is a vital management function in

contemporary organization. It is the total of corporations' efforts to communicate effectively and profitably. It is a strategic action practiced by professional within an organization, or on behalf of a client. It is the creation and maintenance of strong internal and external relationships. According to Cutlip et al., (1994), corporate communication is seen as the management function that establishes and maintains mutually beneficial relationships between an organization and the stakeholders/publics on which its success or failure depends. The best way to define corporate communication is to look at the way in which this function has developed in the companies

Harrison (1995) proposed that corporate communication brings together all communications which involves an organization as a corporate entity. Everything, in short that originates from corporate headquarters is targeted at employees, or which reflects organization as a whole. Therefore, it does not include communication such as departmental newsletters and public relations activities on behalf of brands or subsidiaries. But, she suggests that it does include annual reports, corporate identity programs, corporate advertising and a greater part of investor relations activity. Kitchen (1997) contended that corporate communication assist organizations to both formulate and achieve socially acceptable goals, thus achieving a balance between commercial imperatives and socially responsible behavior. According to Varey (1997), corporate communication is emerging through the convergence around fundamental business processes such as public relations, employee communication, personnel, marketing and quality management. While there are growing calls for the integration of communication functions, many managers seem to lack the recognition to the total, holistic perspective on integrated internal and external communication.

Dolphin (1999) mentioned that no organization exists in vacuum and impacts its own environment. Therefore, every organization needs to communicate with those key public whose perceptions and opinions it deems to be important. An organization needs to impact upon its environment by communicating integrated, coherent messages and themes to those internal and external audiences with which it desires to have relationship. Corporate communication is thus a process that nourishes these relationships. It is a process that needs ideas and aspirations of all its audiences; an enabling process which should form an essential part of corporate strategy and can impact upon the performance and overall competitive advantage. Corporate communication is an approach that sets out

to ensure the consistency and transparency of corporate message. Balmer and Gray (1999) defined corporate communication as the process through which stakeholders perceive the company's identity and image and reputation is formed. They argued that corporate communication model represents comparatively novel but significantly powerful lens through which management intellectuals, practitioners and consultants can observe and react to vital strategic concerns meet by the organizations irrespective of its type.

According to Goodman (2000), organizations mainly use corporate communication to lead, motivate, inform and persuade stakeholders. It helps an organization to create a strategic value and provides the vision in information driven economy. High level of communication transparency is expected by the stakeholders and general public from the companies. Corporations that do not value communication highly are doomed to wither. Corporate communication promotes; a strong corporate culture; a coherent corporate identity; a genuine sense of corporate citizenship; an appropriate and professional relationship with press; a quick and a responsible way of communicating in a crisis or emergency situation; an understanding of communication tools and technologies; a sophisticated approach to global communication. Yamauchi (2001) has defined corporate communication as the act of effectively conveying to a company's shareholders the corporate philosophy that the company regards as the ultimate expression of its corporate culture.

Argenti and Forman (2002) opined that corporate communication is the corporation's voice and the images it projects for itself on the world stage populated by its various audiences, or what can be referred as its constituencies i.e. a combination of meetings, interviews, speeches, reports, image advertising and online communication. Ideally, corporate communication is an attitude towards communication or a set of mental habits that employees internalize. The result is good communication practices that permeates an organization and are present in all its communication with constituencies. According to Cornelissen (2004), corporate communication is a management function that offers a framework and vocabulary for the effective coordination of all means of communications which the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent.

Cees et al., (2007) defined corporate communication as a set of activities involved in managing and orchestrating all internal and external communications aimed at creating a

favorable starting point with stakeholders on which the company depends. Corporate Communication consists of the dissemination of information by a variety of specialists and generalists in an organization, with a common goal of enhancing the organization's ability to retain its license to operate.

1.1.2. Corporate Image

Companies can no longer rely on their products and services as a means of effective differentiation and added value. This is due partly to the convergence of capabilities and standards of quality and partly due to the increasing requirements for accountability and transparency. Developing a positive corporate image is regarded by many as a more effective form of differentiation and a source of competitive advantage (Dowling, 1993). Dutton and Dukerich (1991) defined image as the way organization members believe that others see the organization. Corporate image is the mental picture of an organization held by its audience. The mental picture formed in one's mind about an organization upon hearing its name or seeing its logo is about this organization's corporate image (Gray & Balmer, 1998).

Kotler (1997) defined image as the set of beliefs, ideas, and impressions that a person holds regarding an object. People's attitudes and actions toward an object are highly conditioned by that object's image. Thus, a person's image of a certain company constructs a corporate image. According to Hatch and Schultz (2002), image is how organization members or others see the organization or the general impression an organization forms in people's minds. In response to competitive pressure and the desire to be recognized and supported, corporations invest millions every year to strengthen their corporate images and reputations. Led by the best strategic thinking on the matter, business managers select those attributes of the organization that are unique, authentic, and non-imitable, and look for alluring ways to project this image to the outside world as into the hearts and minds of their own employees

The formation of corporate image is defined as a comprehensive and multi-stakeholder process and factors such as communication sources, terminology, branding, logos and emblems, relations with media and customers, building architecture are effective in image formation. Besides, the relations with customers and the actions and statements of top managers simultaneously affect organizational identity and image (Hatch & Schultz,

1997). An organization's image is affected by these organization's accoutrements, attitudes and communication style. An organization's future image is shaped by the communication between management, employees and external audiences (Amon, 2004). Strong communicative factors such as the brand name, logo, advertisement and public relations can help to create a good and strong image (Gray & Balmer, 1998). It has been seen that the organizations which are competent enough to attract the talented develop and keep positive images. Moreover, variables such as social and environmental responsibility, financial credibility, innovativeness, marketing, communication, management, product and service quality are effective in image formation (Lemmink et al., 2003). Corporate image is established and developed in the consumers' mind through communication and experience. Corporate image is believed to create a halo effect on customers' satisfaction judgment. When customers are satisfied with the services rendered, their attitude toward the company is improved. This attitude will then affect the consumers' satisfaction with the company (Andreassen & Lindestad, 1998).

Corporate image is viewed as the consumer's response to the total offering and defined as the sum of beliefs and ideas. It is related to business name, architecture, variety of products / services, tradition, ideology, and to the impression of quality communicated by each person interacting with the organization's clients (Davies et al., 2001). Corporate image may be considered as a function of the accumulation of purchasing / consumption experience over time and has two principal components: functional and emotional (Andreassen & Lindestad, 1998). The functional component is related to tangible attributes that can be easily measured, while the emotional component is associated with psychological dimensions that are manifested by feelings and attitudes towards an organization. These feelings are derived from individual experiences with an organization and from the processing of information on the attributes that constitute functional indicators of image. Corporate image is so the result of a total process by which customers evaluate and contrast.

Gronroos (2007) has argued that all companies can be regarded as service companies, which additionally emphasize the strategic nature of corporate image. The significance of image is furthermore identified by the branding literature, signifying that particularly in existing, increasingly unstable, established and hence competitive markets strong brand images create trust, stability and differentiation for all stakeholder groups, both internally

and externally. According to Šmaižienė and Oržekauskas (2006), corporate image is a strategic asset that creates competitive advantage and favorable climate for the survival and development of an organization. For escaping negative consequences of uncontrolled image and shooting up opportunities of positive image, systematic measuring of corporate image is necessary.

1.1.3. Globalization

The globalization process has a very large literature in a variety of disciplines starting from economics to geography to politics to human resources and to business strategy. Globalization is political, technological and cultural, as well as, economic (Giddens, 1999). McGrew (1992) stated that globalization refers to the multiplicity of linkages and interconnections between the states and societies that make up the present world system. It describes the process by which events, decisions, and activities in one part of the world come to have significant consequences for individuals and communities across the globe. Globalization has two distinct phenomena: scope (or stretching) and intensity (or deepening). On the one hand, it defines a set of processes which embrace most of the globe or which operate world-wide; the concept therefore has a spatial connotation. It also implies an intensification of the levels of interaction, interconnectedness or interdependence between the states and societies which constitute the world community. Accordingly, alongside the stretching goes a deepening of global processes.

Oman (1996) defined globalization as the growth, or more precisely the accelerated growth, of economic activity across national and regional political boundaries. It finds expression in the increased movement of tangible and intangible goods and services, including ownership rights, via trade and investment, and often people, via migration. It can and often is facilitated by lowering of government impediments to that movement, and/or by technological progress, notably in transportation and communications. The action of economic actors, firms, banks, people, drive it, usually in the pursuit of profit, often spurred by the pressures of competition. Globalization is thus, a centrifugal process, a process of economic outreach, and a microeconomic phenomenon. According to Held et al., (1999), globalization can be thought of as a process (or set of processes) which embodies a transformation in the spatial organization of social relations and transactions - assessed in terms of their extensity, intensity, velocity and impact - generating

transcontinental or interregional flows, and networks of activity, interaction, and the exercise of power.

Cerny (1997) suggested that globalization redefines the relationship between territoriality and authority, shifting authority from the level of the state to supranational and sub national units, perhaps offering more to grasp onto in operational terms but precious little in causal terms. Globalization is defined here as a set of economic and political structures and processes deriving from the changing character of the goods and assets that comprise the base of the international political economy - in particular, the increasing structural differentiation of those goods and assets. Larsson (2001) stated that globalization is the process of world shrinkage, of distances getting shorter, things moving closer. It pertains to the increasing ease with which somebody on one side of the world can interact, to mutual benefit, with somebody on the other side of the world.

1.1.4. New Technology

Technological change is one of the most important aspects which have influenced the communication process in organizations, especially the practice of new communication technology in organizational communication. Thurlow et al., (2004) stated that the major developments in technology have found communication being mediated in a number of revolutionary new ways hence transforming the communication. The range of technologies introduced into the workplace in recent years such as electronic mail, instant messaging, voice mail, facsimile, audio and video conferencing, computer conferencing, management information system, group decision support system, internet and world wide web as well as wireless networks have created vast impact on organizational communication in terms of communication content, communication patterns and organizational structure (Miller, 2009). The introduction of the Internet has altered the meaning and process of corporate public relations.

Companies have to react to public inquiries and discourse, with minimum chance to prepare for presenting their own report of reality (Ihator, 2001). Internet is growing as a crucial tool for strategic orientation and the development of corporate communication function. Internet is not just a tool; the Internet is a strategy because, according to anthropologists, a new tool in a human system changes that system. It has changed dramatically the way people in corporations communicate internally and externally. It has

at once created a sense of liberation, and also represents a constantly present taskmaster (Argenti, 2001).

Communication is strategic more than ever before, as in an information driven society, it is an integral part of the corporation strategy. There are varieties of relation building communication strategies available with different organizations. One vital tool for relationship building and maintenance is the organizational web site. A large percentage of companies across the world have an official web site. Companies are using their official web site for sustaining associations with existing customers, employees, investors, media and the general public. Stakeholders can easily access large number of information published on company's web site like financial reports, new product development, services catalogue, new strategy implementation, current news, media reports, etc. Web sites have many characteristics that make them attractive for public relations. Web sites can also employ interactive features to collect information, monitor public opinion on issues, and proactively engage citizens in direct dialogue about a variety of matters. Web sites have several attractive features of organizational self-presentation and they can serve more active audiences when they seek and process information (Esrock & Leichty, 1998).

The fast augmentation of the number of the Internet users across the world and the increase of innovative online services like Face book, Twitter, LinkedIn, blogs, forums and other social networks has provided new opportunities to companies to attract general public and motivate stakeholders.

1.1.5. Corporate Social Responsiveness

Considering the degree of corporate social action (no action - re-action - proaction) and the way companies relate themselves to different social responsibilities, a whole range of business responses could be emphasized. This social responsiveness of companies has evolved due to the pressure of the society put on business and the business - society relationship. According to Carroll (1979) in contrast with corporate social responsibility, corporate social responsiveness is concerned only with the managerial processes of responding in the social sphere, planning and social forecasting, organizing for social response, controlling social activities, social decision making, and corporate social policy. It is important to focus on the three main approaches of corporate social responsiveness in

view of three different periods of time i.e. late 1970s, early 1990s and 2000s to understand the evolution of corporate social responsiveness.

1. Carroll (1979) asserted that there are four possible business responses to social pressure.
 - (a) **Reaction (Fight all the way):** This type of business response mainly reflects pragmatic, economic priorities; meanwhile the social responsibilities are completely ignored. A company that adheres to this strategy usually denies the social complaints against its illegal or immoral actions.
 - (b) **Defense (Do only what is required):** The business organization that adopts this response strategy only complies with the minimum legal requirements in order to protect the company and satisfy the social expectations. When it is criticized for the damages incurred at the societal level, a business organization in this stage generally tries to demonstrate its innocence and annihilate the charges against it.
 - (c) **Accommodation (Be progressive):** This type of response is found in business organizations that accept their social responsibilities and try to comply with economic, legal and ethical requirements. At this level, the organizational behavior is in line with social norms, values and relevant perspectives, but the external pressures are generally the main drivers behind these responsible actions.
 - (d) **Proaction (Lead the industry):** The most comprehensive type of business response to social pressures complies with all social performance criteria, including the discretionary one. A proactive company is the one that always leads the social initiatives, prevents the social negative impact of its activities, and anticipates social problems and solutions.
2. Schneider & Barsoux (1997) presented five stages of corporate moral development, which could be associated with five types of business responses to social pressures.
 - (a) **Amoral organization (Win at all costs)** is driven by greed and short-term orientation; its approach to ethics is 'it's ethical as long as we won't get caught' and ethical violations, when caught, are considered to be a cost of

doing business. A company in this stage of moral development has no meaningful code of ethics or other documentation.

- (b) **Legalistic organization (Obey the law)** is driven by concern for economic performance and it uses damage control through public relations when social problems occur. An organization in a legalistic stage has a reactive approach to ethics that could be synthesized in 'if it's legal, it's OK' and it avoids writing codes of ethics, as this can create legal problems later on; however, if a code of ethics exists, this is an internal document.
 - (c) **Responsive organization (Ethics pays)** is characterized by a growing concern for balance between profits and ethics, taking also into account corporate stakeholders other than owners. In this stage of corporate moral development, the management of a company understands the value of not acting solely on a legal basis, although its approach to ethics is a pretty cynical one, based on the profits that ethics may incur. Codes of ethics are more externally oriented and reflect a concern for other publics.
 - (d) **Emerging ethical organization (Do the right thing)** demonstrates an active concern for ethical outcomes, providing support and measures of ethical behavior, although it lacks organization and long-term planning. In this stage, shared ethical values provide corporate guidance in some situations and corporate culture is less reactive and more proactive to social problems when they occur. Codes of ethics become action documents.
 - (e) **Ethical organization (Integrate ethics with economics)** thoroughly integrates questions of ethical behavior with developing strategy and mission, thereby addressing the fundamental issue of organizational integrity. This type of company has a totally ethical profile, with carefully selected core values, meanwhile the corporate culture is planned and managed to be ethical. The corporate codes focus on the ethical profile and core values.
3. Marrewijk & Werre (2003) highlighted different levels of corporate social responsibility each with related value systems. Organizations have to choose its response to the circumstances based on its aims, intentions and strategy.

- (a) **Pre - CSR - Red (Energy and power):** At this level, there is basically no ambition for CSR; however, steps labeled as CSR might be initiated when there is a pressure from the outside. The internal driver behind the manifestation of such a CSR form is the awareness that it could increase personal power; at the same time, the criterion for the decision making is based specifically on the impact of the decision on personal power. As an external driver for CSR, an outside force is needed. In this stage, the main role for the government is to implement traditional public tasks. The organization - stakeholders -society relationship is based on distrust - the organization might act in a very unsocial and unsustainable way when not properly controlled. Close monitoring and constant reinforcement will be required.
- (b) **Compliance - driven CSR- Blue (Order):** CSR at the second level consists of providing welfare to society, within the limits of regulations from the rightful authorities. In addition, organizations might respond to charity and stewardship considerations. The internal motivation for CSR is that it is perceived as a moral duty and obligation, or correct behavior. In this development stage decisions should be taken by the correct authority, according to the proper procedures and in line with the basic purpose of the business activity. Instructions from higher authorities represent external drivers behind CSR and the government should enforce effective and visible legislation, with a clear division of tasks and responsibilities. Organization, stakeholders and society are independent of each other and apart from legal compliance the organization has no other obligation, because social welfare is the responsibility of the state.
- (c) **Profit-driven CSR - Orange (Success):** At this third level, CSR consists of the integration of social, ethical and ecological aspects into business operations and decision-making, provided it contributes to personal success and financial bottom line. The clear and only motivation for CSR is the awareness of the business case. CSR is promoted if profitable because of an improved reputation in various markets. The financial criterion (highest expected profit, return on investment or shareholder value) is the most important while taking a decision. As external drivers for CSR, a proof that it improves profitability or a pressure from various markets is necessary. The

government should create and maintain a level playing field, offering financial stimuli for companies to engage in CSR. Considering the relationship organization - stakeholders - society, shareholders normally come first and taking account of interests of other stakeholders is avoided.

- (d) **Caring CSR - Green (Community):** CSR consists of balancing economic, social and ecological concerns, which are all three important in themselves. CSR initiatives go beyond legal compliance and beyond profit considerations. The internal motivation for CSR is that human potential, social responsibility and care for the planet are important. For taking a decision, a consensus is needed or at least the consent of all relevant stakeholders. The requests from employees and other stakeholders for social and environmental care usually represent external drivers for CSR in this stage. The preferred role for the government is to support international governance structures and national policies on poverty, environments, equity, ethical codes, as well as to stimulate the formation of participative CSR discussion groups. The relationship organization -stakeholders - society is characterized by a continuous dialogue.
- (e) **Synergistic CSR - Yellow (Synergy):** This manifestation of CSR consists of a search for well-balanced, functional solutions creating value in the economic, social and ecological realms of corporate performance, in a synergistic, win-together approach with all relevant stakeholders. The motivation for CSR is that sustainability is important in itself, especially because it is recognized as being the inevitable direction progress takes. When taking a decision at this stage, this will be a balanced and functional long-term one, taking into accounts all available expertise and considerations. Information from any source regarding the consequences of organizational actions, unexpected negative externalities or unused improvement opportunities is the external drivers behind CSR. The government is thought to have a coordination role: it has to stimulate a network of experts in order to further develop and implement expertise regarding CSR in the most effective way, to coordinate overlapping responsibilities, and to consolidate “the triple bottom line” in different projects and to promote rules supporting socially responsible investments and transparency. As a guiding relationship between

organization, stakeholders and society, taking interests of all relevant stakeholders into account is integrated into core business.

- (f) **Holistic CSR – Turquoise (Holistic life system):** CSR is fully integrated and embedded in every aspect of the organization, aimed at contributing to the quality and continuation of life of every being and entity, now and in the future. The internal motivation for CSR here is that sustainability is the only alternative since all beings and phenomena are mutually interdependent. This is why each person or organization has a universal responsibility towards all other beings. At this last level, decisions are taken in line with and in favor of holistic interests for survival of life on the planet. Co-creation in performing societal issues is the preferred role for the government.

Marrewijk & Werre (2003) finally concluded that each level includes and transcends the previous ones. In this way, any business organization has the option to choose an ambition level based on its awareness of its circumstances and its existing value systems, which will result in corresponding business practices and institutional development demonstrating different performance levels of corporate sustainability.

1.1.6 Services and Manufacturing Organizations

Manufacturing organizations deliver tangible products. Organizations delivering services, on the other hand, have to present themselves to the market without being able to show any tangible results of their work in advance. Manufacturing industries engage in the production of goods that have value in the marketplace. These industries are further classified into two as process Industries and Discrete Manufacturing Industries. While, services industries include those industries that do not produce goods, but provide certain services. The peculiarities of these industries are that the consumption of the services takes place while it is in generation. Typically, this sector includes hospitality, advertising, banking, insurance, consultancy, logistics, etc.

Products and packaging provide visual cues, whereas services are inherently invisible before they are delivered and can only be assessed retrospectively. The measurement of corporate image in service industries is challenging mainly because of the distinctive features that distinguish services from goods. Intangibility, inseparability of production and consumption, heterogeneity, and perishability are the four well documented features

of services acknowledged in the services marketing literature (Parasuraman et al., 1985). With services, consumers are confronted with a lack of objective and measurable attributes to base their evaluation of image and in such situations must resort to tangible extrinsic cues to form their judgments. To that end, the contact personnel along with the tangible cues associated with the physical environment where the service is produced and consumed become salient (Baker, 1987). Similarly, the relationships formed during the service encounter are also central in the customer's evaluation of the quality of services received (Babakus and Boller, 1992) and can affect customer perceptions of image (Fisk et al., 1990).

1.2 Rationale

Cut-throat competition in the global market has created the necessity for organizations to enhance their corporate image if they have to have the global presence. There is a growing need for the businesses to communicate with their stakeholders who may not share common geography, history or culture. Corporations have to understand their global publics. In a globalized business environment of increased complexity, most contemporary managers believe that organizational existence hinges on the ability to establish and maintain the organizations as a unified and integrated whole across different audiences. This belief increasingly shapes the communication strategies of corporations (Chistensen et al., 2008).

New technology has changed the power structure and the relationship between corporations and their publics, stakeholders and the media. The emergence of internet and modern communication tools are creating a shift from the traditional vertical and horizontal corporate communication paradigms. It is important for organizations to stand out in a cluttered communication environment to express them in a coherent and legitimate way because the society demands high level of social responsiveness.

Corporate communication has grown into a key discipline of liberal and progressive management. The recent environmental trends are forcing organizations to give greater importance to corporate communication to enhance corporate image. Conventional methods of redressing identity problems are becoming progressively less effective because the traditional focus viewed corporate communication and corporate image as

functional rather than strategic. In present day environment the corporate communication and corporate image have to be strategic in nature rather than functional only.

The present study seeks to identify the impact of corporate communication on corporate image. It will study the impact of globalization, new technology and corporate social responsiveness on corporate communication. It will further identify constituent factors for globalization, new technology and corporate social responsiveness that are likely to have an impact on the corporate communication of an organization to create competitive advantage. It would additionally seek to explore whether services and manufacturing organizations differ in their approach towards corporate communication. Keeping the very nature of the organizations in mind it is likely that the factors that would emerge important in corporate communication with reference to globalization, new technology and corporate social responsiveness would be industry specific.

1.3. Research Objectives

1. Study the impact of corporate communication on corporate image.
2. Study the impact of globalization on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
3. Study the impact of new technology on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
4. Study the impact of corporate social responsiveness on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
5. Identify the constituent factors for globalization, new technology and corporate social responsiveness which impact corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.
6. Compare the constituent factors for globalization, new technology and corporate social responsiveness which impact corporate communication in services and manufacturing organizations.

1.4. Structure of the Thesis

The thesis is organized into seven chapters. Chapter One describes the background, theoretical framework, rationale and objectives. The Chapter Two titled Review of Literature presents a critical appraisal of the previous works published in the field of corporate communication by various research scholars leading to acknowledge corporate communication as a distinct domain of the study. Extensive literature review has examined the concept of corporate communication, corporate image and its relevance and importance within an organization in the era of globalization, new technology and corporate social responsiveness. Hypotheses are framed on basis of the review. Chapter Three focuses on the methodology. It includes research design, sampling design, data collection and analysis. Chapter Four illustrates analysis of data and the interpretations of the results. Chapter Five is the discussion of the findings emerging from data analysis. The Chapter Six is titled Implications. This chapter highlights the significance of the present research work and focuses on its implications for different purpose. The Chapter Seven is titled Summary and Conclusion. This chapter is divided into three sections: The Summary, The Conclusion and The Suggestions.

Chapter 2

Review of Literature

- 2.1. Corporate Communication
 - 2.1.1. Corporate Communication as a Strategic Organizational Asset
- 2.2. Corporate Image
- 2.3. Corporate Communication and Corporate Image in the era of Globalization, New Technology and Corporate Social Responsiveness
- 2.4. Research Problems and Hypotheses

The review of literature presents a critical appraisal of the previous works published in the field of corporate communication by various research scholars leading to acknowledge corporate communication as a distinct domain of the study. Extensive literature review has examined the concept of corporate communication, corporate image and its relevance and importance within an organization in the era of globalization, new technology and corporate social responsiveness. The available studies are carefully reviewed and their contribution is presented with respect to their significance to the present study. The present chapter includes various studies recognizing the value of corporate communication in meeting the challenges of global business and also brings out the role of corporate communication as a fundamental factor for the success of an organization. Effort has been made to identify the prevalent gaps in the existing literature to complement the objectives of the study. The chapter contains various sub-sections based on different streams of present research work. Thus, review of related literature supports in refining the research problem, identifying the research gap, deciding suitable research methodologies and understanding the distinctive role of previous research work.

2.1 Corporate Communication

Corporate communication has gained enough attention of the industry experts in the recent years. Van Riel (1995) concluded in his study that corporate communication is the total integration of the organizational message, thereby helping to define the corporate image as a means to improve corporate performance. Corporate communication is an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favorable basis for relationships with groups upon which the company is dependent.

A study by Goczol and Scoubean (2003) explained that marketing communication, oriented to support sales of particular goods and services, contains traditionally the promotion mix and the public relation mix. Organizational communication concerns public relations, public affairs, investor relations, labor market communication, environment communication, internal communication. Management communication will try to persuade individual subordinates that the goals of the organization are desirable. Its specific purpose is to transmit authority and to achieve cooperation with the organization

and more precisely develop a shared vision of the company, maintaining trust in the organizational leadership, managing the change process and motivating employees. In the face of this heterogeneous group of communications, it is essential to obtain a durable coordination between the different forms of internal and external communication. Varey and White (2000) explored in their study the integration of corporate and marketing communications and discussed a model of corporate communication systems of managing. It defined the need for a total stakeholder perspective and to integrate communication activities around constituent-constituent relationships.

Goodman (2006) in a study offered a positive relationship between corporate communication practices and productive global relationships as the underpinning of a sustainable business strategy and therefore has strategic implications. Malmelin (2007) in his study provided a new approach to managing and analyzing corporate communications. He identified that the ideas of communication capital are applicable to the management, development, and planning of communications not only in business companies, but also other organizations and associations. The purpose of his study was to develop a new model of communication capital which addresses the current challenges of corporate communication within the framework of intellectual capital research. Traditionally, communications is regarded first and foremost as an auxiliary and supportive function, alongside human resources and financial administration. However, in future, communications is bound to emerge as an increasingly important competitive factor in the organization, a success factor leading and coaching the organization.

The literature review reveals that in the environment of escalating competition and incessant change, businesses have increasingly started to explore new success factors. It is gradually becoming more and more difficult to differentiate between products on the basis of quality, for example, and neither production systems nor competences are unique competitive factors in the same way as it was before. Thus, corporate communication as an intellectual capital, which is difficult to copy or emulate, have appeared as an increasingly significant factor to create a competitive advantage.

2.1.1. Corporate Communication as a Strategic Organizational asset to create a Competitive Advantage

Much research has been carried out to determine the strategic roles of corporate communication within an organization. This also includes studying interrelated functions like corporate image, identity, and reputation (Fombrun & Van Riel, 2004). The communicational aspects of an organization have become an increasingly important strategic issue, emphasizing that communication must be electively adjusted for the intended target group (Larsson, 1997). Scholes and Clutterbuck (1998) have emphasized the strategic importance of corporate communication in their study. Varey (1997) in a survey of directors and managers of corporate communications, communications, public relations, human resource management and marketing in UK organizations predictably concluded that, practitioners are working ahead of any major developments in significant underpinning principles of theory.

While there are growing calls for the integration of communications functions, many managers seem to lack recognition of the total, holistic perspective on integrated internal and external communications. Corporate communication is a management process or strategy- the glue that binds together the organization's parts in pursuit of an enterprise- providing a focus on the communicative aspects of organizing.

A study by Rindova and Fombrun (1999) discussed the link between strategy and communications, stating that a company can build competitive advantage not only by creating desired outcomes through the use of material resources but by managing communications so as to mold the interpretations and perceptions of constituents. Similarly, a company can create competitive advantage by socializing its constituents to its own culture and can use communication strategy to form long-term relationships with the constituents who shape the organization's image and reputation. A study by Balmer and Grey (1999) established that the corporate communication and corporate image paradigm represents a relatively new but crucially powerful lens through which management scholars, practitioners and advisors can regard and respond to important strategic concerns encountered by organizations of every hue. The recent environmental trends are forcing senior managers to give greater importance to corporate image and corporate communication. Changing trends force companies to find new ways of communicating with the general public. Recent developments in business environment

such as the emergence of unionized or newly opened markets, mergers and acquisitions, the increase in the number of companies and in their numerous and various products/services, more urban consumers and their various demands have started to force companies to focus on different ways of communicating to create a competitive advantage (Karaosmanoglu & Melewar, 2006).

Dolphin et al., (2000) reported in an empirical study conducted in 20 UK organizations with the focus on the directors of corporate communication. It examined the role and task of corporate communication executives and discussed their status within organization structure and the impact of corporate communications upon the formulation of corporate strategy. They argued that a communication strategy is an essential for any organization and that needs to be formulated by the communication director in close conjunction with the CEO and the Executive Team. Corporate communications is the strategic management process by which an organization communicates with its various audiences to the mutual benefits of both and to its improved competitive advantage. Understanding corporate communication provides the vision a company requires in information driven economy for strategic planning (Goodman, 2000).

Yamauchi (2001) identified a close link between corporate communication and corporate strategy. His study analyzed some of the issues regarding the belief that a company's values are encapsulated in its corporate philosophy and that conveying these values is what corporate communication is all about. It draws upon the results of a 1997 survey of 76 representative Japanese global enterprises on the recent state of their overseas business. According to Cornelissen et al., (2006) the wake of this recognition of corporate communication as a managerial function, much academic literature has started to consider communications not as a tactical or functionary activity supporting the firm, but rather than as a strategic boundary-spanning function operating at the interface between the organization and its environment to help gather, relay and interpret information from the environment as well as representing the organization to the outside world (Vercic & Grunig, 2000).

The practice of corporate communication has profound implications for professional development programs worldwide. Goodman (2006) in his study based on the surveys on varied organizations concluded that corporate communication is a strategic management function centered on the following challenges:

1. The need to build trust with all internal and external audiences;
2. The expectation by the corporation to accomplish more with less;
3. The demand to build a responsible and accountable global corporate culture in response to a hostile environment for multinational corporations;
4. The perception of the corporate communication executive as ‘counsel to the CEO’ and ‘manager of the company’s’ reputation; the understanding of the global impact of the local act, and the local impact of the global act;
5. The demand for greater transparency and disclosure have made media relations more complex and strategic;
6. The expectation that the company be a good citizen and make money;
7. The reality of global terrorism makes crisis communication planning a critical success factor for corporate communication professionals;
8. The understanding of transparency as a best practice strategy for reputation management;
9. The knowledge that writing remains the core skill for corporate communication

Thus, the literature review informs that corporate communication signifies a comparatively new but considerably dominant lens through which management researcher, practitioners and the consultants can examine and retort to essential strategic concern meet by organizations of every type. The review helps to recognize the value of corporate communication in meeting the challenges of global business. It also brings out the strategic role of corporate communication as a fundamental factor for the success of the corporation and for creating a competitive advantage.

2.2. Corporate Image

In recent years, the significance of the corporate image has been acknowledged. The organization considers that the transmission of positive image is an essential precondition for establishing a commercial relationship with target groups (Van Riel, 1995). Even though the discussion on the conceptualization of corporate image began in the early studies, the term used in the area such as corporate identity, corporate image, corporate reputation and corporate personality have often been defined differently by different

authors (Simoes and Fisk, 2006). Since the focus of the present study is the role of corporate communication in image formulation, the literature review is presented within the borders of communication management theory.

Various researchers have used the terms corporate identity and corporate image interchangeably. Abratt (1989) in his study stressed that corporate identity is an index of the physical and behavioral indicators conceived and controlled by a company, while corporate image is a global impression formed in the minds of customers, and is based in part on the elements that constitute corporate image. It is important for the organizations to understand that the public is now more apprehensive about corporate image. A study by Opinion Research Corporation (ORC) found out that corporate image is very important to market their company and products and services. 97% respondent from the senior executives and middle agreed that image is the significant measurement in achieving and failing (Marken, 1990).

Hart et al., (2006) studied the effect of corporate image on customer loyalty using a mall-intercept survey of 116 female Grace Bros, customers who had had a shopping experience at the up market department store in the previous six months. Andreassen and Lindestad's (1998) model of corporate image and its influence on customer loyalty using path analysis. The results showed corporate image having a significant impact on core service and customer satisfaction perceptions. Corporate image was found to have only a marginally significant direct influence on customer loyalty, though the total effects of corporate image (both direct and indirect) on customer loyalty are much more substantial. Veljković and Petrović (2011) stated the modern business environment, where companies need to differentiate themselves from the competition, the role of the corporate image attains its full affirmation.

The rise of global ecological awareness motivates companies to implement standards of ecological and social responsibility and to incorporate these values in their corporate image. Corporate image is the result of everything a company does. Image is determined by all the company's activities in the domain of products and services, behavior and attitudes (corporate culture), approach to growing questions regarding ecologically acceptable and socially responsible business practices, and corporate communications. All this influences the forming of public perceptions regarding what the company actually represents, with different groups forming their own perceptions regarding the company's

image. A common element among the numerous definitions of corporate image can be observed: image primarily relates to the overall impression that the company leaves in the public consciousness. Image possesses a cognitive (logical) component, which refers to clearly observable product quality, packaging, color, logo, symbols, etc. In addition to tangible and clearly observable characteristics, image also possesses a cognitive (emotional) component, reflected in its power to induce appropriate emotional states (joy, tranquility, excitement) among consumers.

2.3 Corporate Communication and Corporate Image in the era of Globalization, New Technologies and Public Expectations for Corporate Social Responsiveness

Economic interdependence among various companies across the world has increased as the world of business is changing drastically. More and more companies have increased international trade to expand and explore international markets. Due to this, many companies worldwide undertake a significant proportion of their activities abroad (Bender and Fish, 2000). Globalization is playing an important role as emphasized by Bender and Fish. Organizations are increasingly confronted with worldwide competition. Thus, in order to build and sustain the competitive advantage, skills, knowledge, and expertise of the organizations, members need to be managed successfully and should be seen as a very important resource (Bender and Fish, 2000).

Businesses have to communicate with their stakeholders who may not share common geography, history or culture. For example, when a major manufacturer of telecommunications equipment, Lucent Technologies, separated from AT&T in 1996, it had to discover how to effectively do business in Latin America. Its PR department, therefore, had to seek creative ways to plan and execute their activities based on the culture of the region (Stevenson, 1994). Gergen (1997) said that between 1993 and 1997, US exports increased by 40 percent, and leading firms like Microsoft, Exxon, IBM, and Coca-Cola earned more than half of their revenue abroad. Balmer and Gray (1999) stated that a prevailing image and favorable reputation can be a powerful competitive weapon for a firm expanding internationally. Coca-Cola, McDonald's and Baskin Robbins are salient examples of companies that have been able to expand throughout the world more easily than lesser known firms because of their high profile, positive identities.

Ihator (2004) mentioned that keen competition in the global marketplace has created the necessity for organizations to better understand other peoples' culture. Wal-Mart too realized that it could not manufacture most of its products in the USA due to 'unequal resource distribution and unequal labor costs'. It requires global trade and common markets. And the company's change from an American to a global company was highlighted in 1997 when the company introduced its 'Made Right Here' program to replace its old 'Buy American' program. While the company kept its local selling points, its mindset became global. He added that businesses are beginning to equally focus on both products and consumers, and have been moving from the traditional unidirectional approach to contemporary multidirectional approaches to integrated communication (Schneider, 1998).

The globalization tendencies of previous decades when compared with today's, one can see that, earlier, the major aim of globalization was simply a physical worldwide presence, as opposed to the current situation, where more emphasis is placed on developing networks with the help of technology (Morrison et al., 2004). The advent of new technology has played a major role in the process of globalization. Ihator (2004) mentioned that computer technology has radically altered the Ways Corporation interact with their constituencies. It is creating a shift in the corporate communication paradigms. With information moving so fast around the globe, and with the rapid rise in international business, organizations are using modern information technology to explore creative ways to communicate with their national and international audiences. Just as the invention of printing press, radio, and television radically changed societal culture, the computer technology is playing similar revolutionary role with different communication and relationship outcomes. For example, Web sites have become a viable corporate image and identity enhancement tool. Thus, communication between organizations and their publics during the twentieth century has been changing and substantially improving due to a changing society, corporate values, information technology, enhanced connectivity and shared values among nations. Due to global economic convergence, business is moving away from localism, tradition, and parochialism, changes have taken place in business and corporate communication theory and practice.

Ihator (2001) mentioned that there is need to careful review of the relevance and reliability of old communication theories, paradigm and the models in the new information technology and market place environment. Modern information technology is creating a new corporate communication landscape. Computer technology has altered the power structure and the relationship between corporations and their publics, stakeholders and the media. Computer technology now allows a corporate communicator to reduce randomness in information diffusion, strategically place a message, and establish an organization's interpretative framework. He additional elaborated that the internet may be creating a shift from the traditional vertical and horizontal corporate communication paradigms. However to achieve their public relations goals, they have to understand communication cultures of the world fully in order to avoid some unexpected rude awakening.

The old forms of corporate communication were unidirectional in nature. Organizations were usually the senders of information and their audience the receivers. For the most part, organizations controlled and monopolized channels of communication. This provided companies with the opportunity to make messages consistent across multiple channels. However due to fragmentation, complexity, time constraint and interactivity of computer communication, corporations may be unable to carefully package their message and make it consistent across all media channels. Internet communication is multidirectional in nature and very fast in transmission. According to Goodman (2001), the increasing pace of life and internet both play a crucial role in dramatically changing the way companies communicate internally and externally. According to Forman and Argenti (2005), technologically enabled communications allow companies to have a direct bearing on the voice and image that a company projects to major constituencies. For instance, the look and feel of a firm's home webpage and the ease of access to different information on the site can convey a positive or negative impression of the firm and a sense of what the firm values most. Understanding the impact of technology on corporate communication, the best practices companies are pioneering innovative ways to use technology.

Marken (2005) argued that blogs have the potential to be an effective and efficient corporate communication tool because of the unique characteristics facilitating both one- and two-way communication, and both mass and interpersonal communication.

Therefore, it is argued that blogs offer a unique channel for a corporation to directly communicate with its publics in an intimate way that resembles interpersonal communication. Teck (2006) affirmed that there is an emergence and rapid rise of technological innovations and social media as part of corporate communication. According to him the dynamic role of technology is a business driver and should assist corporate communication practices in stimulating strategic thinking. Cho & Huh (2010) concluded in their study about corporate blogs as a relationship management tool that although the majority of corporate blogs seem to have features that facilitate social networking, most corporate blogs were connected rather internally to target internal stakeholders, like employees. Their findings disclose that a mounting number of key corporations in the USA have adopted blogs as a corporate communication tool, even though it is still a very small portion of major corporations and that most major corporations that adopted corporate blogging in 2006 were still maintaining the practice in 2008.

Apart from globalizations and new technology, corporate social responsiveness is one of the important factors which create an impact on corporate communication of an organization. Corporate social responsiveness has been described as a replacement of, a refinement of, or a complement to corporate social responsibility. Frederick (1978) suggested that the advocates of social responsiveness see it as a more tangible, achievable objective than social responsibility, and they see it as a genuine replacement of the idea of 'responsibility' and not simply one of those fashionable changes in phraseology that occasionally takes the scholarly community by storm.

Wartick and Cochran (1985) made an attempt to answer why it is gain if corporate social responsiveness replaces corporate social responsibility. They elaborated that first; it can be argued that to replace social responsibility with social responsiveness eliminates or at least dramatically de-emphasizes considerations of business ethics and social irresponsibility...As most critics of social responsibility point out, ethical analysis does not always provide strong, empirically testable, pragmatic results. But that does not necessarily diminish the value of the concept...Whether social responsiveness by itself maintains an adequate level of ethical inquiry is doubtful. Second, social responsiveness does not require continual evaluation of the relations between corporate objectives and societal objectives. Without some sense of social responsibilities to guide activities, the

corporation is left with a potpourri of demands all of which are impossible to meet. Social responsiveness by itself is likely to lead to reaction rather than the proaction that many advocates of responsiveness call for. Third, social responsiveness seems to ignore what Davis (1973) called the Iron Law of Responsibility. Being responsive does not necessarily mean the same thing as being responsible. Over the long term, the socially responsive firm's existence may be threatened by the Iron Law of Responsibility.

Furthermore, Wood (1991) pointed out that a concept (Corporate Social Responsiveness) that permits action without reflection or responsibility is not a refinement over a concept (Corporate Social Responsibility) that merely encourages responsibility. Therefore, Wood (1991) incorporated Corporate Social Responsiveness as a complement to, rather than a substitute of, Corporate Social Responsibility in her model. Frederick (1978) has defined that corporate social responsiveness as the capacity of a corporation to respond to social pressures. A responsive firm is active in three domains: (a) it monitors and assesses environmental conditions, (b) it attends to the many stakeholder demands placed on it, and (c) it designs plans and policies to respond to changing conditions. Put in a different way, corporate social responsiveness involves three processes: (1) environmental assessment, (2) stakeholder management, and (3) issues management (Wood, 1991).

Carroll (1996) classified organizational behavior in responding to social or societal needs as follows:

1. Social obligation is organizational behavior in response to market forces or legal constraints (based on legal and economic criteria only).
2. Social responsibility implies that organizational behavior should conform to prevailing social norms, values and expectations.
3. Social responsiveness places emphasis not on how organizations should respond to social pressure but rather what their long-term role in a dynamic social system should be.

Dawkins (2004) has used MORI's British opinion research to illustrate the need to trigger wider consumer engagement and the communication opportunities presented by companies' own employees and the internal communication challenges surrounding corporate responsibility. The companies are increasingly recognizing the reputational risks and opportunities associated with corporate responsibility, and many large

corporations are making significant investment in policies, practices, management and reporting systems to ensure their corporate behavior is responsible in the eyes of their stakeholders. But in a climate where the majority of the British public thinks that most companies do not listen to the public and respond to their concerns on social and environmental issues, effective communication of companies' responsibility programmes remains a rare achievement.

Alignment of corporate responsibility communications with stakeholders' concerns is essential if companies are to break through the communication barriers and capitalize on the potential reputational benefits of corporate responsibility. There are specific challenges inherent in communicating on corporate responsibility. Public cynicisms towards companies, the credibility of corporate messages on social, environmental and ethical issues are often in question. For credibility, companies support has to be seen to fit with their brand, and their corporate behavior as a whole has to be seen to be consistent. A further challenge for companies trying to communicate in this space is that different stakeholder audiences have different expectations of companies, different information needs and they respond differently to the various communication channels available.

Veljković et al., (2011) elaborated that the concept of socially responsible business has contributed to the growing sensitiveness of consumers and other stakeholders to question ethical and responsible company operations, which has resulted in a situation where a large number of companies have become committed to creating a socially and ecologically responsible corporate image. The question of how Corporate Social Responsiveness is communicated is a research area still to be explored (Lindfeldt, 2006). Getting publicity and being in focus because of a neglecting attitude towards Corporate Social Responsiveness issues is hardly a situation a company wants to face. Communication thus becomes an important part in ensuring future business (Charter & Polonsky, 1999).

An exhaustive review of literature reveals that corporate communication has the potential of influencing an organization's competitive standing and that a better understanding of corporate communication can be of a strategic value, an investigation to identify the impact of corporate communication on the corporate image of an organization appears necessary in relation to globalization, new technology and public expectations for corporate social responsiveness.

2.4. Research Problems and Hypotheses

In view of the above review of literature and keeping in mind the research objectives highlighted in the previous chapter the following research problems and hypotheses are framed:

Problem 1: Does corporate communication have an impact on corporate image in services and manufacturing organizations?

H₀₁: Corporate communication has no impact on corporate image of an organization.

H₁: Corporate communication has an impact on corporate image of an organization.

Problem 2: Does globalization have an impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization?

H₀₂: Globalization has no impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

H₂: Globalization has an impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Problem 3: Does new technology have an impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization?

H₀₃: New technology has no impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

H₃: New technology has an impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Problem 4: Does corporate social responsiveness have an impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization?

H₀₄: Corporate social responsiveness has no impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

H₄: Corporate social responsiveness has an impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Problem 5: Do globalization, new technology and corporate social responsiveness vary in their impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization?

H₀₅: Globalization, new technology and corporate social responsiveness do not vary in their impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization

H₅: Globalization, new technology and corporate social responsiveness varies in their impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization

Problem 6: Does the role of corporate communication differ in services and manufacturing organizations to create a distinct corporate image of an organization?

H₀₆: The role of corporate communication does not differ in services and manufacturing organizations to create a distinct corporate image of an organization.

H₆: The role of corporate communication differs in services and manufacturing organizations to create a distinct corporate image of an organization

Problem 7: Does the impact of globalization on corporate communication differ in services and manufacturing organizations?

H₀₇: The dimension of globalization does not differ in its impact on corporate communication in services and manufacturing organizations.

H₇: The dimension of globalization differs in its impact on corporate communication in services and manufacturing organizations.

H₀₈: The constituent factor for globalization namely Collaboration does not differ in its impact on corporate communication in services and manufacturing organizations.

H₈: The constituent factor for globalization namely Collaboration differs in its impact on corporate communication in services and manufacturing organizations.

H₀₉: The constituent factor for globalization namely Open Trade does not differ in its impact on corporate communication in services and manufacturing organizations.

H₉: The constituent factor for globalization namely Open Trade differs in its impact on corporate communication in services and manufacturing organizations.

H₀₁₀: The constituent factor for globalization namely Cross Cultural Communication does not differ in its impact on corporate communication in services and manufacturing organizations.

H₁₀: The constituent factor for globalization namely Cross Cultural Communication differs in its impact on corporate communication in services and manufacturing organizations.

H₀₁₁: The constituent factor for globalization namely Innovative Technology does not differ in its impact on corporate communication in services and manufacturing organizations.

H₁₁: The constituent factor for globalization namely Innovative Technology differs in its impact on corporate communication in services and manufacturing organizations.

H₀₁₂: The constituent factor for globalization namely Quality Services does not differ in its impact on corporate communication in services and manufacturing organizations.

H₁₂: The constituent factor for globalization namely Quality Services differs in its impact on corporate communication in services and manufacturing organizations.

H₀₁₃: The constituent factors for globalization do not differ in its level of impact on corporate communication within services organizations.

H₁₃: The constituent factors for globalization differs in its level of impact on corporate communication within services organizations.

H₀₁₄: The constituent factors for globalization do not differ in its level of impact on corporate communication within manufacturing organizations.

H₁₄: The constituent factors for globalization differ in its level of impact on corporate communication within manufacturing organizations.

Problem 8: Does the impact of new technology on corporate communication differ in services and manufacturing organizations?

H₀₁₅: The dimension of new technology does not differ in its impact on corporate communication in services and manufacturing organizations.

H₁₅: The dimension of new technology differs in its impact on corporate communication in services and manufacturing organizations.

H₀₁₆: The constituent factor for new technology namely Prompt Services does not differ in its impact on corporate communication in services and manufacturing organizations.

H₁₆: The constituent factor for new technology namely Prompt Services differs in its impact on corporate communication in services and manufacturing organizations.

H₀₁₇: The constituent factor for new technology namely Virtual Ability does not differ in its impact on corporate communication in services and manufacturing organizations.

H₁₇: The constituent factor for new technology namely Virtual Ability differs in its impact on corporate communication in services and manufacturing organizations.

H₀₁₈: The constituent factor for new technology namely Transformed Networks does not differ in its impact on corporate communication in services and manufacturing organizations.

H₁₈: The constituent factor for new technology namely Transformed Networks differs in its impact on corporate communication in services and manufacturing organizations.

H₀₁₉: The constituent factors of new technology does not differ in its level of impact on corporate communication within services organizations.

H₁₉: The constituent factors of new technology differ in its level of impact on corporate communication within services organizations.

H₀₂₀: The constituent factors of new technology do not differ in its level of impact on corporate communication within manufacturing organizations.

H₂₀: The constituent factors of new technology differ in its level of impact on corporate communication within manufacturing organizations.

Problem 9: Does the impact of corporate social responsiveness on corporate communication differ in services and manufacturing organizations?

H₀₂₁: The dimension of corporate social responsiveness does not differ in its impact on corporate communication in services and manufacturing organizations.

H₂₁: The dimension of corporate social responsiveness differs in its impact on corporate communication in services and manufacturing organizations.

H₀₂₂: The constituent factor for corporate social responsiveness namely Social Responsibility does not differ in its impact on corporate communication in services and manufacturing organizations.

H₂₂: The constituent factor for corporate social responsiveness namely Social Responsibility differs in its impact on corporate communication in services and manufacturing organizations.

H₀₂₃: The constituent factor for corporate social responsiveness namely Corporate Ethics does not differ in its impact on corporate communication in services and manufacturing organizations.

H₂₃: The constituent factor for corporate social responsiveness namely Corporate Ethics differs in its impact on corporate communication in services and manufacturing organizations.

H₀₂₄: The constituent factor for corporate social responsiveness namely Corporate Virtue does not differ in its impact on corporate communication in services and manufacturing organizations.

H₂₄: The constituent factor for corporate social responsiveness namely Corporate Virtue differs in its impact on corporate communication in services and manufacturing organizations.

H₀₂₅: The constituent factor for corporate social responsiveness namely Social Image does not differ in its impact on corporate communication in services and manufacturing organizations.

H₂₅: The constituent factor for corporate social responsiveness namely Social Image differs in its impact on corporate communication in services and manufacturing organizations.

H₀₂₆: The constituent factors of corporate social responsiveness do not differ in its level of impact on corporate communication within services organizations.

H₂₆: The constituent factors of corporate social responsiveness differ in its level of impact on corporate communication within services organizations.

H₀₂₇: The constituent factors of corporate social responsiveness do not differ in its level of impact on corporate communication within manufacturing organizations.

H₂₇: The constituent factors of corporate social responsiveness differ in its level of impact on corporate communication within manufacturing organizations.

Chapter 3

Research Methodology

- 3.1. The Study
- 3.2. The Research Design
 - 3.2.1. Stage 1
 - 3.2.2. Stage 2
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- 3.3. The Sample
 - 3.3.1. Representative Sample Size
- 3.4. Tools for Data Collection and Validation
 - 3.4.1. Data Collection and Validation
 - 3.4.1.1. Item Total Correlation
 - 3.4.1.2. Reliability
 - 3.4.1.3. Validity
 - 3.4.2. Data Analysis

This chapter explains the research process and method applied in this study. The chapter is divided into four parts. The first part describes the nature and scope of the study, the second part describes the multistage design process conducted to achieve the objectives of the study in terms of research paradigm, sample size, sampling technique and gives detailed description of the tools used for the data collection, validation and data analysis.

3.1. The Study

The present investigation is an exploratory study focused at examining the importance of corporate communication in an organization. The purpose of the study is to identify the impact of globalization, new technology and corporate social responsiveness on corporate communication to create a distinct corporate image of an organization perceived by the executives of services and manufacturing organizations. The study is also an attempt to identify the constituent factors for globalization, new technology and corporate social responsiveness which influence corporate communication and to determine whether these constituent factors impact differently in services and manufacturing organizations.

3.2. The Research Design

The study was based on a multi-stage descriptive design; Stage I - item generation, Stage II - scale development and Stage III - scale evaluation.

3.2.1. Stage 1

After examining various aspects from relevant literature and in the light of the objectives of the study, the definition of corporate communication, corporate image, globalization, new technology and corporate social responsiveness was framed. 57 items/statements were identified under corporate communication, 61 items/statements were identified under corporate image, 57 items/statements were identified under globalization, 51 items/statements were identified under new technology and 48 items/statements were identified under corporate social responsiveness. In item generation the primary concern is construct validity i.e., whether each item individually and all items collectively adequately reflect the construct being measured (Schriesheim et al., 1993). In the present study content validation of generated items was conducted by presenting them to fifteen expert judges. 15 judges with a post graduate degree working with services,

manufacturing and academic institutes was prepared. The definition was written on the card and shown to the judges who were asked to select the items that went with the definitions of variables shown to them. The cards were placed before the judges who were contacted individually after building up the rapport. The frequency of choices of judges was calculated. The items/statements that had the frequency of 75 percent or above were identified. This was based on Third Quartile (Q_3). In descriptive statistics, the quartiles of a ranked set of data values are the three points that divide the data set into four equal groups, each group comprising a quarter of the data. First quartile (Q_1) also called the lower quartile or the 25th percentile (splits off the lowest 25% of data from the highest 75%). The second quartile (Q_2) also called the median or the 50th percentile (cuts data set in half) and the third quartile (Q_3) is the middle value between the median and the highest value of the data set. It is also called the upper quartile or the 75th percentile (splits off the highest 25% of data from the lowest 75%)(Hyndman & Yanan, 1996).

In this process 169 total items/statements were dropped and only 105 total items/statements became the part of the questionnaire. Out of which 21 items/statements were finally identified under corporate communication, 40 items/statements were identified under corporate image, 15 items/statements were identified under globalization, 12 items/statements were identified under new technology and 17 items/statements were identified under corporate social responsiveness.

3.2.2. Stage 2

These items were presented on the five point Likert scale and a pilot study was done on 100 executives working in services and manufacturing organizations and were involved in the process of corporate communication. With a view to establish internal consistency, the data generated was subjected to item-total correlation. Item-total correlation is the process of establishing correlation between each item and all remaining items thereby eliminating those items that do not correlate strongly with the assessed construct. Thus, Item-total correlation was computed on the data generated and all the items showed significant correlation (Significance level 0.05). Linear Regression was applied to identify the impact of corporate communication on corporate image of an organization. It was also applied to identify the impact of globalization, new technology and corporate social

responsiveness on corporate communication to create a distinct corporate image of an organization in services and manufacturing organizations.

The results derived by administering linear regression are mentioned in the **Table 3.1**.

Table 3.1 Linear Regression Analysis (Pilot Study)

	Corporate Communication and Corporate Image	Globalization and Corporate Communication	New Technology and Corporate Communication	Corporate Social Responsiveness and Corporate Communication
R	0.574	0.613	0.514	0.539
R Square	0.329	0.375	0.264	0.290
Adjusted R Square	0.323	0.369	0.257	0.283
F	48.1	58.9	35.2	40.0
p value	.000	.000	.000	.000
Unstandardized Coefficient β	0.574	0.613	0.514	0.539
t	6.93	7.67	5.93	6.33

R indicates the strength and direction of a correlation, while R^2 signifies the proportion of variance in the criterion variable predictable from the variation in the derived variable of composite scores. Basically, the R^2 value explains the amount of variation of the dependent variable, attributed to the set of predictor variables. The adjusted R^2 value is simply based on the number of variables and objects studied. Therefore, the adjusted R^2 value is what is to be used to test the explanatory power of each regression model tested. The size of the standardized beta weights reflect the relative importance of the variables with which they are attached. Therefore, a variable with a high beta coefficient should account for more of the variance in the criterion variable than a predictor variable with a small beta coefficient. It is important to realize that these coefficients simply show the relative importance of the predictor variables, rather than the absolute contributions of the predictor variables. The ANOVA table tells us whether or not our simple linear regression model is better at predicting the outcome variable than simply using the mean

of the outcome variable. The F-ratio is statistically significant at $p < .0005$, suggesting that our model does prove the prediction. Finally the t-test tells us whether the variable is making a statistically significant contribution to the predictive power of the model (Kachigan, 1986).

The following null hypotheses were tested during the pilot study:

H₀₁: Corporate communication has no impact on corporate image of an organization.

Null hypothesis is rejected ($p < 0.05$). The coefficient of 0.574 suggests there is a significant relationship between corporate communication and corporate image of an organization. The R Square indicates explained variance of approximately 33%. The F ratio of 48.1 is statistically significant at $p < .005$ suggesting that our model does prove the prediction while ($t = 6.93$, $p < .0005$) tell us that globalization is a statistically significant predictor of the outcome. Unstandardized Coefficient $\beta = 0.973$, 95% Confidence Interval for Unstandardized Coefficient β are 0.695 and 1.25. This shows that corporate communication has significant impact on corporate image of an organization.

H₀₂: Globalization has no impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Null hypothesis is rejected ($p < 0.05$). The coefficient of 0.613 suggests there is a significant relationship between globalization and corporate communication of an organization. The R Square indicates explained variance of approximately 29%. The F ratio of 40.0 is statistically significant at $p < .005$ suggesting that our model does prove the prediction while ($t = 7.67$, $p < .0005$) tell us that new technology is a statistically significant predictor of the outcome. Unstandardized Coefficient $\beta = 0.988$, 95% Confidence Interval for Unstandardized Coefficient β are 0.733 and 1.24. This shows that globalization has significant impact on corporate communication of an organization.

H₀₃: New technology has no impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Null hypothesis is rejected ($p < 0.05$). The coefficient of 0.514 suggests there is a significant relationship between new technology and corporate communication of an organization. The R Square indicates explained variance of approximately 26%. The F

ratio of 35.2 is statistically significant at $p < .005$ suggesting that our model does prove the prediction while ($t = 5.93$, $p < .0005$) tell us that new technology is a statistically significant predictor of the outcome. Unstandardized Coefficient $\beta = 0.941$, 95% Confidence Interval for Unstandardized Coefficient β are 0.626 and 1.25. This shows that new technology has significant impact on corporate communication of an organization.

H₀₄: Corporate social responsiveness has no impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Null hypothesis is rejected ($p < 0.05$). The coefficient of 0.539 suggests there is a significant relationship between corporate social responsiveness and corporate communication of an organization. The R Square indicates explained variance of approximately 37%. The F ratio of 58.9 is statistically significant at $p < .005$ suggesting that our model does prove the prediction while ($t = 6.33$, $p < .0005$) tell us that corporate social responsiveness is a statistically significant predictor of the outcome. Unstandardized Coefficient $\beta = 0.735$, 95% Confidence Interval for Unstandardized Coefficient β are 0.505 and 0.966. This shows that corporate social responsiveness has significant impact on corporate communication of an organization.

The main objective to conduct the pilot study was to gather information prior to a larger study, in order to improve its quality and efficiency. A pilot study can reveal deficiencies in the design of a proposed research study and these can then be addressed before time. The results of the pilot study conducted for present research study indicated a significant relationship between corporate communication and corporate image of an organization. The results also indicated a significant relationship between corporate communication and globalization, new technology and corporate social responsiveness. Thus, the pilot study for the present research study resulted in development of working model that could be scaled up for the wider application.

3.2.3. Stage 3

The five point Likert scale thus generated was administered on the total sample size of 400 respondents. 200 respondents were from services industry and 200 were from manufacturing industry. The data generated was subjected to item total correlations. All the items showed significant correlation (level of significance 0.05). Factor analysis was

conducted to identify constituent factors for globalization, new technology and corporate social responsiveness. Further, linear regression, ANOVA and multiple regressions were used in order to establish the relationship between the identified factors.

3.3 The Sample

The external validity and generalization of a psychometric measure depends upon the subjects on which the study is conducted. Keeping this in view, a sample of the employees of different sectors was used. The total sample size was 400 respondents working in different services and manufacturing industries who are involved in the process of corporate communication. 200 were from services industry and 200 from manufacturing industry. Services industry included Banking, Insurance, Financial Services, Information and Technology, Advertising, Media and Entertainment, Education, Hotels Tours and Travels and Hospitals, and Telecommunication Sector. Manufacturing industry included Automobile, Metal and Machinery, Paper, Pharmaceutical, Textile, Electronics, Paints and Oil, Construction and Construction Material Manufacturing Sector. The respondents were selected on convenience basis. Before processing the responses, the completed questionnaires were checked for completeness and consistency. 500 questionnaires were administered in total out of which 410 questionnaires were complete. The incomplete questionnaires were rejected and thus dropped. 400 questionnaires were taken for final analysis. An attempt was made to have equal numbers of respondents for each category of industries considered under the study. The sample was collected from different cities of India such as Indore, Mumbai, Ahmedabad, Delhi, Bangalore, Chennai and Hyderabad taking them as representative cities of North, East, West, South and Central regions of India. Moreover, the head offices and corporate communication department were situated in these cities. All the subjects were well versed with English in addition to being multilingual. The tool was administered personally on the subjects and they were asked to fill up their responses on their own with universal instructions given to all on the title page of the instrument.

3.3.1 Representative Sample Size: Sample size was determined by using the formula:

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

Where

n refers to the sample size

Z refers to the confidence limits of the survey results.

p refers to the proportion of the population

d refers to the desired precision of the estimate

Confidence level approach was used to decide the representative sample size in this study. To determine the proportion of executives involved in the process of corporate communication in services and manufacturing organizations in the study the level of confidence considered was 95%, standard error of mean was taken at 5% and p was taken as 0.5

The sample size determined at the end of the calculations was 384. In view of the sample, the derived sample size was rounded off to a total of 400 executives involved in the process of corporate communication. The total sample was divided into 200 for services and 200 for manufacturing organizations.

3.4 Tools for Data Collection and Validation

3.4.1 Data Collection and Validation: A self- designed five point Likert scales were used for Data collection. It had three parts, A, B &C. Part A had three sub parts: A1 was for Globalization, A2 on New technology, and A3 on Corporate Social Responsiveness, Part B was on Corporate Communication and Part C on Corporate Image with (5= strongly agree, 4= agree, 3= neutral, 2= disagree and 1= strongly disagree)

3.4.1.1. Item Total Correlation: The data generated was subjected to item-total correlation with the view to establish internal consistency and eliminate those items that do not correlate strongly with the assessed construct. Thus, Item-total correlation was computed on the data generated and all the items showed significant correlation (Significance level 0.05).

3.4.1.2. Reliability: The reliability of the scale was determined by the split-half method corrected for full length by applying Spearman Brown Prophecy formula on the data collected from the sample of 400 subjects. Spearman's coefficient of correlation (or rank correlation) is the technique of determining the degree of correlation between two

variables. The main objective of this coefficient is to determine the extent to which the two sets of ranking are similar or dissimilar. This coefficient is determined as under (Kothari, 2004).

$$\text{Spearman's coefficient of correlation (or } rs) = 1 - \left[\frac{6 \sum d_i^2}{n(n^2 - 1)} \right]$$

Where d_i = difference between ranks of i th pair of the two variables;

n = number of pairs of observations.

The reliability coefficient for the scale administered is shown below in **Table 3.2**

Table 3.2 Reliability Coefficient (Spearman Brown Prophecy)

Variables	Reliability Coefficient (Spearman Brown Prophecy)
Globalization	0.73
New Technology	0.73
Corporate Social Responsiveness	0.88
Corporate Communication	0.91
Corporate Image	0.93

Reliability is an indication of the extent to which a measure contains errors that can vary from observation to observation during any one measuring instance (Hair et al. 2007). The reliability of the scale was also determined by using Cronbach alpha coefficient (Cronbach, 1951) on the data collected from a sample of 400 respondents. The Cronbach's alpha is the most commonly accepted method for assessing the internal consistency reliability of a measurement scale with multiple items. The reliability coefficient values for the present study are as follows:

Table 3.3 Cronbach Alpha Values

No.	Name of the Scale	No. of Cases	No. of Items	Cronbach Alpha Values
1.	Globalization	400	15	0.719
2.	New Technology	400	12	0.720
3.	Corporate Social Responsiveness	400	17	0.846
4.	Corporate Communication	400	21	0.881
5.	Corporate Image	400	40	0.904

3.4.1.3. Validity: When a scale is developed for a particular situation and no other standardized instrument is available, the reliability index based on reliability coefficient can be taken as equivalent to validity of the scale (Garrett & Woodworth, 1981). Further, the validity was taken to be equivalent to reliability index computed for the scale as mentioned below in **Table 3.4**.

Table 3.4 Validity Index

Variables	Validity
Globalization	0.85
New Technology	0.85
Corporate Social Responsiveness	0.93
Corporate Communication	0.95
Corporate Image	0.96

3.4.2. Data Analysis

After item-total correlation, Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity was conducted to assess the suitability of the respondent data for factor analysis. Prior to the extraction of the factors, several tests should be used. These tests include Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is the sum of all the squared correlation coefficients in the numerator and the denominator is the sum of all the squared correlation coefficients plus the sum of all of

the squared partial correlation coefficients (Norusis, 2003). A partial correlation is a value that measures the strength of the relationship between a dependent variable and a single independent variable when the effects of other independent variables are held constant (Hair, et al., 2006).

The KMO index, in particular, is recommended when the cases to variable ratio are less than 1:5. The KMO index ranges from 0 to 1, with 0.50 considered suitable for factor analysis. The following criteria are used to assess and describe the sampling adequacy (Kaiser, 1974):

0.90 = Marvelous

0 .80 = Meritorious

0 .70 = Middling

0.60 = Mediocre

0.50 = Miserable

Below 0.50 = Unacceptable

The Bartlett's Test of Sphericity should be significant ($p < .05$) for factor analysis to be suitable (Anderson et al., 1995). The following table shows the KMO and Bartlett's Test conducted for the present research study:

Table 3.5 KMO and Bartlett's Test

Variables	KMO Measure of Sampling Adequacy	Bartlett's Test of Sphericity – Sig.
Globalization	0.743	.000
New Technology	0.765	.000
Corporate Social Responsiveness	0.864	.000

The KMO value is 0.743, 0.765 and 0.864, which is greater than 0.5. The sampling adequacy of Bartlett's test is rather high. Therefore, it is suitable for the factor analysis.

The data was subjected to factor analysis using statistical package for social science (12.0) to identify constituent factors of globalization, new technology and corporate social responsiveness. Five factors emerged for globalization from factor analysis namely collaboration, open trade, cross cultural communication, innovative technology and

quality services which impact corporate communication in services and manufacturing organizations. Three factors emerged for new technology namely prompt services, virtual ability and transformed networks while four factors emerged for corporate social responsiveness namely social responsibility, corporate ethics, corporate virtue and social image.

Linear Regression was applied to identify the impact of corporate communication on corporate image of an organization. It was further applied to identify the impact of globalization, new technology and corporate social responsiveness on corporate communication to create a distinct corporate image of an organization in services and manufacturing organizations. Multiple regression analysis was applied to understand which independent variable (globalization, new technology or corporate social responsiveness) is perceived to have more impact on corporate communication.

ANOVA was used to identify whether the role of corporate communication differ in services and manufacturing organizations. The purpose was to identify whether corporate communication is important for corporate image of an organization irrespective of the industry type. Linear Regression analysis was further used to understand the difference in services and manufacturing industry on the dimension of globalization, new technology and corporate social responsiveness. The constituent factors for globalization, new technology and corporate social responsiveness which impact corporate communication in services and manufacturing organizations are further compared by applying linear regression analysis.

Multiple Regression was applied to study the level of impact the five constituent factors for globalization that is collaboration, open trade, cross cultural communication, innovative technology and quality services , three factors for new technology namely prompt services, virtual ability and transformed networks and four factors for corporate social responsiveness that is social responsibility, corporate ethics, corporate virtue and social image have on corporate communication within services and manufacturing organizations.

Chapter 4

Analysis and Results

4.1 Initial Analysis

4.1.1 Factor Analysis

4.1.1.1 Factor Analysis Globalization

4.1.1.2 Factor Analysis New Technology

4.1.1.3 Factor Analysis Corporate Social Responsiveness

4.2 Final Analysis

4.2.1 Details of the Results

4.3 The Grand Summary

This chapter presents the results that were obtained after treating the data statistically using the tools of factor analysis, linear regression, ANOVA, and multiple regression. The results are presented in two parts. Part one, labeled as initial analysis, presents the results in terms of factors obtained through exploratory factor analysis. Part two, labeled as final analysis attempts to establish relationship between the factors obtained.

4.1 Initial Analysis

4.1.1 Factor Analysis

Factor analysis, a multivariate statistical method was used with principal component method. The initial factor structures were further subjected to orthogonal rotation using varimax. Varimax minimizes the complexities of factors by maximizing variance of loadings on each factor (Tabachnick & Fidell, 2007). With the varimax rotational approach, there tends to be some high loadings (i.e. closer to 1) and some loadings near 0 in each column of the matrix. The logic is that interpretation is easiest when the variable-factor correlations are either closer to 1, thus indicating a clear association between the variable and the factor, or 0 indicating a clear lack of association (Hair et al., 1987).

By using factor analysis, a factor loading for each item and its corresponding construct was determined. The factor loadings are the correlation coefficients between the variables and factors (Farrar & Glauber, 1967). A general rule to determine the reliability of the factor is to look at the relationship between the individual rotated factor loading and the magnitude of the absolute sample size. That is, the larger the sample size, smaller loadings are allowed for a factor to be considered significant (Stevens, 2002). Factor loading of 0.3 was considered to be significant on basis of thumb rule loading criteria of 0.3 (Hair et al., 1989). The results of the factor analysis conducted for the present research study found none of the items loading below .32 and thus were statistically significant.

To ensure absence of cross loading of an item, the criterion of difference of 0.2 between the highest and the second highest loading was followed (Stamper & Masterson, 2002). Since items measuring globalization, new technology and corporate social responsiveness were different, factor analysis for each construct was carried out separately.

4.1.1.1 Factor Analysis - Globalization

The KMO measure was 0.743 and Bartlett's test was significant ($p < 0.05$) thus, factor analysis was found to be suitable. The 15 items were factor analyzed and 5 factors having Eigen values more than 1 emerged explaining 52.20% of the total variance. The factor loadings along with their labels are reported in **Appendix V**. The item wise description of the factor is explained in **Table 4.1**

Table 4.1 Constituent factors for Globalization

Factor	Factor Label	Part A1 Statements
1.	Collaboration	7, 8 and 9
2.	Open Trade	1, 5, 6 and 12
3.	Cross Cultural Communication	3, 4 and 13
4.	Innovative Technology	14 and 15
5.	Quality Services	2, 10 and 11

The first factor that emerged was Collaboration. 3 items loaded on factor 1. The second factor Open Trade had 4 items. Factor three Cross Cultural Communication had 3 items. The fourth factor Innovative Technology had 4 items while factor five Quality Services had 3 items.

4.1.1.2 Factor Analysis - New Technology

The KMO measure was 0.765 and Bartlett's test was significant ($p < 0.05$) thus, factor analysis was found to be suitable. The 12 items were factor analyzed and 3 factors having Eigen values more than 1 emerged explaining 44.4% of the total variance. The factor loadings along with their labels are reported in **Appendix VI**. The item wise description of the factor is explained in **Table 4.2**.

Table 4.2 Constituent factors for New Technology

Factor	Factor Label	Part A2 Statements
1.	Prompt Services	7, 8, 9, 10, 11, and 12
2.	Virtual Ability	1, 2, and 3
3.	Transformed Networks	4, 5 and 6

The first factor that emerged was Prompt Services. 6 items loaded on factor 1. The second factor Virtual Ability had 3 items. Factor three Transformed Networks had 3 items.

4.1.1.3. Factor Analysis - Corporate Social Responsiveness

The KMO measure was 0.864 and Bartlett's test was significant ($p < 0.05$) thus, factor analysis was found to be suitable. The 17 items were factor analyzed and 4 factors having Eigen values more than 1 emerged explaining 50.65% of the total variance. The factor loadings along with their labels are reported in **Appendix VII**.

Table 4.3 Constituent factors for Corporate Social Responsiveness

Factor	Factor Label	Part A2 Statements
1.	Social Responsibility	11, 12, 13, 14, 15, 16 and 17
2.	Corporate Ethics	1, 2, 3 and 4
3.	Corporate Virtue	7, 8 and 9
4.	Social Image	5, 6 and 10

Social Responsibility emerged as the first factor with 7 items. The second factor Corporate Ethics had 4 items. Factor three Corporate Virtue had 3 items. Social Image emerged as the fourth factor with 3 items.

4.2. Final Analysis

The final analysis is presented in the Details of the Results followed by the Grand Summary.

4.2.1. Details of the Results

Problem 1: Does corporate communication have an impact on corporate image in services and manufacturing organizations?

H_{01} : Corporate communication has no impact on corporate image of an organization.

Null hypothesis is rejected ($p < 0.05$). As mentioned in **Table 4.4**, the coefficient of 0.609 suggests that there is a significant relationship between corporate communication and corporate image of an organization. The R Square indicates explained variance of

approximately 37%. The F ratio of 234.3 is statistically significant at $p < .005$ suggesting that our model does prove the prediction while $t = 15.3$, $p < .0005$ tells us that corporate communication is a statistically significant predictor of the outcome. Unstandardized Coefficient $\beta = 1.03$ (95% Confidence Interval for Unstandardized Coefficient β are 0.90 and 1.16). Thus, corporate communication has significant impact on corporate image of an organization.

Table 4.4 Linear Regression - Corporate Communication and Corporate Image

R	0.609
R Square	0.371
Adjusted R Square	0.369
F	234.3
p value	.000
Unstandardized Coefficient β	1.03
95% Confidence Interval for Unstandardized Coefficient β	0.90 & 1.16 (Lower Bound & Upper Bound)
t	15.3

Problem 2: Does globalization have an impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization?

H_{02} : Globalization has no impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Null hypothesis is rejected ($p < 0.05$). As mentioned in **Table 4.5**, the coefficient of 0.552 suggests that there is a significant relationship between globalization and corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization. The R Square indicates explained variance of approximately 30%. The F ratio of 174.1 is statistically significant at $p < .005$ suggesting that our model does prove the prediction while $t = 13.1$, $p < .0005$ tells us that globalization is a statistically significant predictor of the outcome. Unstandardized Coefficient $\beta = 0.96$ (95% Confidence Interval for Unstandardized Coefficient β are 0.81 and 1.10). Thus, globalization has significant impact on corporate communication of an organization.

Table 4.5 Linear Regression - Globalization and Corporate Communication

R	0.552
R Square	0.304
Adjusted R Square	0.303
F	174.1
p value	.000
Unstandardized Coefficient β	0.963
95% Confidence Interval for Unstandardized Coefficient β	0.81 & 1.10
t	13.1

Problem 3: Does new technology have an impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization?

H₀₃: New technology has no impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Null hypothesis is rejected ($p < 0.05$). As mentioned in **Table 4.6**, the coefficient of 0.485 suggests that there is a significant relationship between new technology and corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization. The R Square indicates explained variance of approximately 24%. The F ratio of 122.2 is statistically significant at $p < .005$ suggesting that our model does prove the prediction while $t = 11.05$, $p < .0005$ tells us that new technology is a statistically significant predictor of the outcome. Unstandardized Coefficient $\beta = 0.96$ (95% Confidence Interval for Unstandardized Coefficient β are 0.79 and 1.13). Thus, new technology has significant impact on corporate communication of an organization.

Table 4.6 Linear Regression - New Technology and Corporate Communication

R	0.485
R Square	0.235
Adjusted R Square	0.233
F	122.2
p value	.000

Unstandardized Coefficient β	0.961
95% Confidence Interval for Unstandardized Coefficient β	0.79 & 1.13 (Lower Bound & Upper Bound)
t	11.05

Problem 4: Does corporate social responsiveness have an impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization?

H₀₄: Corporate social responsiveness has no impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Null hypothesis is rejected ($p < 0.05$). As mentioned in **Table 4.7**, the coefficient of 0.560 suggests that there is a significant relationship between globalization and corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization. The R Square indicates explained variance of approximately 31%. The F ratio of 181.4 is statistically significant at $p < .005$ suggesting that our model does prove the prediction while $t = 13.4$, $p < .0005$ tells us that globalization is a statistically significant predictor of the outcome. Unstandardized Coefficient $\beta = 0.64$ (95% Confidence Interval for Unstandardized Coefficient β are 0.55 and 0.74). Thus, corporate social responsiveness has significant impact on corporate communication of an organization.

Table 4.7 Linear Regression Corporate Social Responsiveness and Corporate Communication

R	0.560
R Square	0.313
Adjusted R Square	0.311
F	181.4
p value	.000
Unstandardized Coefficient β	0.647
95% Confidence Interval for Unstandardized Coefficient β	0.55 & 0.74 (Lower Bound & Upper Bound)
t	13.4

Problem 5: Do globalization, new technology and corporate social responsiveness vary in their impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization?

H₀₅: Globalization, new technology and corporate social responsiveness do not vary in their impact on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization

Null hypothesis is rejected ($p < 0.05$). As mentioned in **Table 4.8**, the results of multiple regression analysis show all three variables are significantly correlated with corporate communication. The multiple regression model with all three predictors produced $R = 0.658$. The R Square indicates explained variance of approximately 43%. F ratio of 100.7 is statistically significant at $p < .005$ suggesting that our model does prove the prediction. Globalization, new technology and corporate social responsiveness had significant positive regression weights, but globalization has the largest Unstandardized Coefficient $\beta = 0.52$ (95% Confidence Interval for Unstandardized Coefficient β are 0.339 and 0.702) and therefore can be considered the best predictor. Thus, the results indicate that the impact of globalization on corporate communication is highest when compared to new technology and corporate social responsiveness.

Table 4.8 Multiple Regression- Corporate Communication and Globalization, New Technology and Corporate Social Responsiveness

R = 0.658, R Square = 0.433, Adjusted R Square = 0.429, R Square Change = 0.433, F= 100.7 df (3,396), p value = .000						
Variables	Unstandardized Coefficient	Standardized Coefficient	t	p value	95% Confidence Interval for Unstandardized Coefficient β	
	β	β			Lower Bound	Upper Bound
Globalization	0.52	0.29	5.63	.000	0.339	0.702
New Technology	0.25	0.12	2.41	.016	0.047	0.453
Corporate Social Responsiveness	0.42	0.37	8.57	.000	0.330	0.527

Problem 6: Does the role of corporate communication differ in services and manufacturing organizations to create a distinct corporate image of an organization?

H₀₆: The role of corporate communication does not differ in services and manufacturing organizations to create a distinct corporate image of an organization

Null Hypothesis is accepted ($p < 0.05$). As mentioned in **Table 4.9**, the ANOVA result indicated that there is no significant difference in the role of corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization. This denotes that corporate communication is important for corporate image of an organization irrespective of the industry.

Table 4.9 ANOVA Test - Services and Manufacturing Organizations

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2094.585	35	59.845	0.598	.963
Within Groups	16412.410	164	100.076		
Total	18506.995	199			

$$p = 0.05$$

$$F \text{ calculated} = 0.598$$

$$F \text{ critical} = 1.39$$

$$\text{Sig.} = .963$$

Problem 7: Does the impact of globalization on corporate communication differ in services and manufacturing organizations?

H₀₇: The dimension of globalization does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.10**, the result of regression analysis indicates that the impact of globalization in both services and manufacturing organizations is highly significant. The R Square of globalization services indicates explained variance of approximately 29%, while the R Square of globalization

manufacturing also indicates explained variance of approximately 29%. The F ratio of globalization services 79.1 and globalization manufacturing 82.1 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 11.05$, $p < .0005$ / $t = 9.06$, $p < .0005$ tells us that globalization services and globalization manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for service is 0.92 (95% Confidence Interval for Unstandardized Coefficient β are 0.72 and 1.13)

Unstandardized Coefficient β for manufacturing is 0.95 (95% Confidence Interval for Unstandardized Coefficient β are 0.74 and 1.16).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of globalization on corporate communication in service and manufacturing organizations. Thus, the dimension of globalization is important for corporate communication of an organization irrespective of the industry.

Table 4.10 Linear Regression-Globalization (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Globalization Services	0.534	0.286	0.286	79.1	.000	0.927 (95% CI for Unstandardized Coefficient β are 0.72 and 1.13)	8.89
Globalization Manufacturing	0.542	0.293	0.290	82.1	.000	0.956 (95% CI for Unstandardized Coefficient β) are 0.74 and 1.16	9.06

H₀₈: The constituent factor for globalization namely Collaboration does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.11**, the result of regression analysis indicates a significant relationship between collaboration and corporate communication in

services and manufacturing organizations. The R Square of collaboration in services indicates explained variance of approximately 22%, while the R Square of collaboration in manufacturing indicates explained variance of approximately 12%. The F ratio of collaboration in services 57.1 and collaboration in manufacturing 26.8 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 7.56$, $p < .0005$ / $t = 5.18$, $p < .0005$ tell us that collaboration in services and collaboration in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for collaboration (service) is 2.73 (95% Confidence Interval for Unstandardized Coefficient β are 2.02 and 3.44).

Unstandardized Coefficient β for collaboration (manufacturing) is 1.95 (95% Confidence Interval for Unstandardized Coefficient β are 1.20 and 2.69).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of collaboration on corporate communication in service and manufacturing organizations. Thus, collaboration is important for corporate communication of an organization irrespective of the industry.

Table 4.11 Linear Regression-Collaboration (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Collaboration Services	0.473	0.224	0.220	57.14	.000	2.73 (95% CI for Unstandardized Coefficient β are 2.02 and 3.44)	7.56
Collaboration Manufacturing	0.346	0.120	0.115	26.87	.000	1.95 (95% CI for Unstandardized Coefficient β are 1.20 and 2.69)	5.18

H₀₉: The constituent factor for globalization namely Open Trade does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.12**, the result of regression analysis indicates a significant relationship between open trade and corporate communication in services and manufacturing organizations. The R Square of open trade in services indicates explained variance of approximately 14%, while the R Square of open trade in manufacturing indicates explained variance of approximately 11%. The F ratio of open trade in services 23.0 and open trade in manufacturing 26.07 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 4.80$, $p < .0005$ / $t = 5.10$, $p < .0005$ tells us that open trade in services and open trade in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for open trade (service) is 1.56 (95% Confidence Interval for Unstandardized Coefficient β are 0.992 and 2.20).

Unstandardized Coefficient β for open trade (manufacturing) is 1.51 (95% Confidence Interval for Unstandardized Coefficient β are 0.921 and 2.09).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of open trade on corporate communication in service and manufacturing organizations. Thus, open trade is important for corporate communication of an organization irrespective of the industry.

Table 4.12 Linear Regression-Open Trade (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Open Trade Services	0.323	0.140	0.100	23.08	.000	1.56 (95% CI for Unstandardized Coefficient β are 0.99 and 2.20)	4.80
Open Trade Manufacturing	0.341	0.116	0.112	26.07	.000	1.51 (95% CI for Unstandardized Coefficient β are 0.92 and 2.09)	5.10

H₀₁₀: The constituent factor for globalization namely Cross Cultural Communication does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.13**, the result of regression analysis indicates a significant relationship between cross cultural communication and corporate communication in services and manufacturing organizations. The R Square of cross cultural communication in services indicates explained variance of approximately 11%, while the R Square of cross cultural communication in manufacturing also indicates explained variance of approximately 11%. The F ratio of cross cultural communication in services 25.5 and cross cultural communication in manufacturing 24.5 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 5.05$, $p < .0005$, $t = 4.95$, $p < .0005$ tells us that cross cultural communication in services and cross cultural communication in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for cross cultural communication (service) is 1.86 (95% Confidence Interval for Unstandardized Coefficient β are 1.12 and 2.59).

Unstandardized Coefficient β for cross cultural communication (manufacturing) is 1.67 (95% Confidence Interval for Unstandardized Coefficient β are 1.00 and 2.3).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of cross cultural communication on corporate communication in service and manufacturing organizations. Thus, cross cultural communication is important for corporate communication of an organization irrespective of the industry.

**Table 4.13 Linear Regression- Cross Cultural Communication
(Services and Manufacturing)**

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Cross Cultural Communication Services	0.338	0.114	0.110	25.5	.000	1.86 (95% CI for Unstandardized Coefficient β are 1.12 and 2.59)	5.05
Cross Cultural Communication Manufacturing	0.332	0.110	0.106	24.5	.000	1.67 (95% CI for Unstandardized Coefficient β are 1.00 and 2.3)	4.95

H₀₁₁: The constituent factor for globalization namely Innovative Technology does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.14**, the result of regression analysis indicates a significant relationship between innovative technology and corporate communication in services and manufacturing organizations. The R Square of innovative technology in services indicates explained variance of approximately 7%, while the R Square of innovative technology in manufacturing indicates explained variance of approximately 9%. The F ratio of innovative technology in services 16.1 and innovative technology in manufacturing 20.4 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 4.01$, $p < .0005$ / $t = 4.51$, $p < .0005$ tell us that innovative technology in services and innovative technology in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for innovative technology (services) is 1.98 (95% Confidence Interval for Unstandardized Coefficient β are 1.00 and 2.95).

Unstandardized Coefficient β for innovative technology (manufacturing) is 2.02 (95% Confidence Interval for Unstandardized Coefficient β are 1.14 and 2.90).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of innovative technology on corporate communication in

service and manufacturing organizations. Thus, innovative technology is important for corporate communication of an organization irrespective of the industry.

Table 4.14 Linear Regression-Innovative Technology (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Innovative Technology Services	0.274	0.075	0.071	16.12	.000	1.98 (95% CI for Unstandardized Coefficient β are 1.00 and 2.95)	4.01
Innovative Technology Manufacturing	0.306	0.094	0.089	20.42	.000	2.02 (95% CI for Unstandardized Coefficient β are 1.14 and 2.90)	4.51

H₀₁₂: The constituent factor for globalization namely Quality Services does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.15**, the result of regression analysis indicates a significant relationship between quality services and corporate communication in services and manufacturing organizations. The R Square of quality services in services organizations indicates explained variance of approximately 14%, while the R Square of quality services in manufacturing also indicates explained variance of approximately 12%. The F ratio of quality services in services 33.9 and quality services in manufacturing 28.3 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 7.5$, $p < .0005$ / $t = 5.1$, $p < .0005$ tell us that quality services in services and quality services in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for quality services (services) is 2.73 (95% Confidence Interval for Unstandardized Coefficient β are 1.62 and 3.28).

Unstandardized Coefficient β for quality service (manufacturing) is 2.23 (95% Confidence Interval for Unstandardized Coefficient β are 1.40 and 3.05).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of quality services on corporate communication in service and manufacturing organizations. Thus, a quality service is important for corporate communication of an organization irrespective of the industry.

Table 4.15 Linear Regression-Quality Services (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Quality Services Services	0.383	0.146	0.142	33.9	.000	2.73 (95% CI for Unstandardized Coefficient β are 1.62 and 3.28)	7.56
Quality Services Manufacturing	0.354	0.125	0.121	28.23	.000	2.23 (95% CI for Unstandardized Coefficient β are 1.40 and 3.05)	5.184

H₀₁₃: The constituent factors for globalization do not differ in its level of impact on corporate communication within services organizations.

Null hypothesis is rejected. The constituent factors of globalization (services organizations) namely collaboration, open trade, cross cultural communication, innovative technology and quality services were used in a step wise multiple regression analysis to predict corporate communication. As mentioned in **Table 4.16**, out of five constituent factors of globalization, the multiple regression model excluded two variables and produced R = 0.544. The R Square indicates explained variance of approximately 30%. F ratio of 27.4 is statistically significant at $p < .005$ suggesting that our model does prove the prediction. Collaboration received strongest weight in the model (Unstandardized Coefficient β = 6.15 (95% Confidence Interval for β are 3.89 and 8.40) followed by quality services (Unstandardized Coefficient β = 4.18 (95% Confidence Interval for β are 1.67 and 8.41) and innovative technology (Unstandardized Coefficient

$\beta = 2.37$ (95% Confidence Interval for β are 0.624 and 0.984). The excluded factors namely open trade ($t = 1.82$, $p > .0005$) and cross cultural communication ($t = 1.76$, $p > .0005$) seem to indicate that are not important constituent factors of globalization within services organizations in predicting corporate communication.

Table 4.16 Multiple Regression - Constituent factors of Globalization (Services)

R = 0.544, R Square = 0.296, Adjusted R Square = 0.285, R Square Change = 0.026, F = 27.48, df (3,196), p value = .000						
Variables	Unstandardized Coefficient	Standardized Coefficient	t	p value	95% Confidence Interval for Unstandardized Coefficient β	
	β	β			Lower Bound	Upper Bound
Collaboration	6.15	0.35	5.38	.000	3.89	8.40
Quality Services	4.18	0.21	3.32	.001	1.67	8.41
Innovative Technology	2.37	0.16	2.67	.008	0.624	0.948

H₀₁₄: The constituent factors for globalization do not differ in its level of impact on corporate communication within manufacturing organizations.

Null hypothesis is rejected. The constituent factors of globalization (manufacturing organizations) namely collaboration, open trade, cross cultural communication, innovative technology and quality services were used in a step wise multiple regression analysis to predict corporate communication. As mentioned in **Table 4.17**, out of five constituent factors of globalization, the multiple regression model excluded one variables and produced $R = 0.540$. The R Square indicates explained variance of approximately 29%. F ratio of 20.10 is statistically significant at $p < .005$ suggesting that our model does prove the prediction. Collaboration received strongest weight in the model (Unstandardized Coefficient $\beta = 4.55$ (95% Confidence Interval for β are 2.50 and 6.60) followed by quality services (Unstandardized Coefficient $\beta = 4.17$ (95% Confidence Interval for β are 1.71 and 6.51), cross cultural communication (Unstandardized Coefficient $\beta = 3.18$ (95% Confidence Interval for β are 1.29 and 5.08) and innovative

technology (Unstandardized Coefficient $\beta = 2.23$ (95% Confidence Interval for β are 0.588 and 3.88). The excluded factor namely open trade ($t = 1.77$, $p > .0005$) seems to indicate that is not important constituent factor of globalization within manufacturing organizations in predicting corporate communication.

**Table 4.17 Multiple Regressions - Constituent factors of Globalization
(Manufacturing)**

R = 0.540, R Square = 0.292, Adjusted R Square = 0.277, R Square Change = 0.026, F = 20.1, df (4,195), p value = .000						
Variables	Unstandardized Coefficient	Standardized Coefficient	t	p value	95% Confidence Interval for Unstandardized Coefficient β	
	β	β			Lower Bound	Upper Bound
Collaboration	4.55	0.26	4.38	.000	2.50	6.60
Quality Services	4.17	0.21	3.38	.001	1.71	6.51
Innovative Technology	2.23	0.21	2.67	.008	0.58	3.88
Cross Cultural Communication	3.18	0.16	3.32	.001	1.29	5.08

Problem 8: Does the impact of new technology on corporate communication differ in services and manufacturing organizations?

H_{015} : The dimension of new technology does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.18**, the result of regression analysis indicates a significant relationship between new technology and corporate communication in services and manufacturing organizations. The R Square of new technology in services organizations indicates explained variance of approximately 23%, while the R Square of new technology in manufacturing indicates explained variance of approximately 26%. The F ratio of new technology in services 57.6 and new technology in manufacturing 69.9 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 7.5$, $p < .0005$ / $t = 8.3$, $p < .0005$) tells us that new technology in

services and new technology in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for new technology (services) is 0.96 (95% Confidence Interval for Unstandardized Coefficient β are 0.71 and 1.21).

Unstandardized Coefficient β for new technology (manufacturing) is 0.94 (95% Confidence Interval for Unstandardized Coefficient β are 0.72 and 1.16).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of new technology on corporate communication in service and manufacturing organizations. Thus, the dimension of new technology is important for corporate communication of an organization irrespective of the industry.

Table 4.18 Linear Regression-New Technology (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
New Technology Services	0.475	0.226	0.222	57.6	.000	0.963 (95% CI for Unstandardized Coefficient β are 0.71 and 1.21)	7.59
New Technology Manufacturing	0.511	0.261	0.257	69.9	.000	0.945 (95% CI for Unstandardized Coefficient β are 0.72 and 1.16)	8.36

H₀₁₆: The constituent factor for new technology namely Prompt Services does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.19**, the result of regression analysis indicates a significant relationship between prompt services and corporate communication in services and manufacturing organizations. The R Square of prompt services in services organizations indicate explained variance of approximately 18%, while the R Square of prompt services in manufacturing indicates explained variance of approximately 20%. The F ratio of prompt in services 44.8 and prompt in manufacturing 50.2 is statistically

significant at $p < .005$ suggesting that our models does prove the prediction while $t = 6.6$, $p < .0005/t = 7.0$, $p < .0005$ tells us that prompt in services and prompt in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for prompt services (services) is 1.47 (95% Confidence Interval for Unstandardized Coefficient β are 1.04 and 1.90).

Unstandardized Coefficient β for prompt services (manufacturing) is 1.40 (95% Confidence Interval for Unstandardized Coefficient β are 1.01 and 1.80).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of prompt services on corporate communication in service and manufacturing organizations. Thus, prompt services is important for corporate communication of an organization irrespective of the industry.

Table 4.19 Linear Regression-Prompt Services (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Prompt Services Services	0.430	0.185	0.181	44.85	.000	1.47 (95% CI for Unstandardized Coefficient β are 1.04 and 1.90)	6.69
Prompt Services Manufacturing	0.450	0.202	0.198	50.25	.000	1.40 (95% CI for Unstandardized Coefficient β are 1.01 and 1.80)	7.08

H_{017} : The constituent factor for new technology namely Virtual Ability does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.20**, the result of regression analysis indicates a significant relationship between virtual ability and corporate communication in services and manufacturing organizations. The R Square of virtual ability in services organizations indicates explained variance of approximately 9%, while the R Square of

virtual ability in manufacturing indicates explained variance of approximately 10%. The F ratio of virtual ability in services 20.3 and virtual ability in manufacturing 23.3 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 4.5$, $p < .0005$ / $t = 4.8$, $p < .0005$ tells us that virtual ability in services and virtual ability in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for virtual ability (services) is 1.69 (95% Confidence Interval for Unstandardized Coefficient β are 0.71 and 1.21).

Unstandardized Coefficient β for virtual ability (manufacturing) is 1.67 (95% Confidence Interval for Unstandardized Coefficient β are 0.72 and 1.16).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of virtual ability on corporate communication in service and manufacturing organizations. Thus, virtual ability is important for corporate communication of an organization irrespective of the industry.

Table 4.20 Linear Regression - Virtual Ability (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Virtual Ability Services	0.306	0.093	0.089	20.3	.000	1.69 (95% CI for Unstandardized Coefficient β are 0.71 and 1.21)	4.51
Virtual Ability Manufacturing	0.325	0.106	0.101	23.3	.000	1.67 (95% CI for Unstandardized Coefficient β are 0.72 and 1.16)	4.83

H₀₂₁₈: The constituent factor for new technology namely Transformed Networks does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.21**, the result of regression analysis indicates a significant relationship between transformed networks and corporate

communication in services and manufacturing organizations. The R Square of transformed networks in services organizations indicates explained variance of approximately 10%, while the R Square of transformed networks in manufacturing indicates explained variance of approximately 11%. The F ratio of transformed networks in services 23.0 and transformed networks in manufacturing 26.4 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 7.0$, $p < .0005/t = 5.1$, $p < .0005$ tells us that transformed networks in services and transformed networks in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for transformed networks (services) is 1.40 (95% Confidence Interval for Unstandardized Coefficient β are 1.01 and 1.80).

Unstandardized Coefficient β for transformed networks (manufacturing) is 1.71 (95% Confidence Interval for Unstandardized Coefficient β are 1.05 and 2.37).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of transformed networks on corporate communication in service and manufacturing organizations. Thus, transformed networks is important for corporate communication of an organization irrespective of the industry.

Table 4.21 Linear Regression-Transformed Networks (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Transformed Networks Services	0.323	0.104	0.100	23.0	.000	1.40 (95% CI for Unstandardized Coefficient β are 1.01 and 1.80)	7.08
Transformed Networks Manufacturing	0.343	0.118	0.113	26.4	.000	1.71 (95% CI for Unstandardized Coefficient β are 1.05 and 2.37)	5.14

H₀₁₉: The constituent factors of new technology does not differ in its level of impact on corporate communication within services organizations.

Null hypothesis is rejected ($p < 0.05$). The constituent factors of new technology (services organizations) namely prompt services, virtual ability and transformed networks were used in a step wise multiple regression analysis to predict corporate communication. As mentioned in **Table 4.22**, out of three constituent factors of new technology, the multiple regression model excluded one variables and produced $R = 0.466$. The R Square indicates explained variance of approximately 22%. F ratio of 27.3 is statistically significant at $p < .005$ suggesting that our model does prove the prediction. Prompt Services received strongest weight in the model (Unstandardized Coefficient $\beta = 7.64$ (95% Confidence Interval for β are 4.93 and 10.31) followed by virtual ability (Unstandardized Coefficient $\beta = 3.15$ (95% Confidence Interval for β are 0.98 and 5.32). The excluded factor namely transformed networks ($t = 1.72$, $p > .0005$) seems to indicate that is not important constituent factor of new technology within services organizations in predicting corporate communication.

Table 4.22 Multiple Regression- Constituent factors of New Technology (Services)

R= 0.466, R Square = 0.217, Adjusted R Square = 0.209 , R Square Change = 0.033, F=27.3, df (2,197), p value = .000						
Variables	Unstandardized Coefficient	Standardized Coefficient	t	p value	95% Confidence Interval for Unstandardized Coefficient β	
	β	β			Lower Bound	Upper Bound
Prompt Services	7.64	0.37	5.58	.000	4.93	10.31
Virtual Ability	3.15	0.19	2.86	.005	0.98	5.32

H₀₂₀: The constituent factors of new technology do not differ in its level of impact on corporate communication within manufacturing organizations.

Null hypothesis is rejected ($p < 0.05$). The constituent factors of new technology (manufacturing organizations) namely prompt services, virtual ability and transformed networks were used in a step wise multiple regression analysis to predict corporate

communication. As mentioned in **Table 4.13**, all the three constituent factors of new technology were included by the multiple regression model and produced $R = 0.513$. The R Square indicates explained variance of approximately 26%. F ratio of 23.3 is statistically significant at $p < .005$ suggesting that our model does prove the prediction. Prompt Services received strongest weight in the model (Unstandardized Coefficient $\beta = 6.33$ (95% Confidence Interval for β are 3.82 and 8.85) followed by transformed networks (Unstandardized Coefficient $\beta = 2.95$ (95% Confidence Interval for β are 1.00 and 4.91) and virtual ability (Unstandardized Coefficient $\beta = 2.06$ (95% Confidence Interval for β are 0.01 and 4.11).

**Table 4.23 Multiple Regression - Constituent factors of New Technology
(Manufacturing)**

R = 0.513, R Square = 0.263, Adjusted R Square = 0.252, R Square Change = 0.015, F = 23.35 , df (3,196), p value = .000						
Variables	Unstandardized Coefficient	Standardized Coefficient	t	p value	95% Confidence Interval for Unstandardized Coefficient β	
	β	β			Lower Bound	Upper Bound
Prompt Services	6.33	0.33	4.96	.000	3.82	8.85
Virtual Ability	2.06	0.13	1.98	.049	0.01	4.11
Transformed Networks	2.95	0.19	2.98	.003	1.00	4.91

Problem 9: Does the impact of corporate social responsiveness on corporate communication differ in services and manufacturing organizations?

H_{021} : The dimension of corporate social responsiveness does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.24**, the result of regression analysis indicates a significant relationship between corporate social responsiveness and corporate communication in services and manufacturing organizations. The R Square of corporate social responsiveness in services organizations indicates explained variance of

approximately 28%, while the R Square of corporate social responsiveness in manufacturing indicates explained variance of approximately 34%. The F ratio of corporate social responsiveness in services 77.0 and corporate social responsiveness in manufacturing 104.5 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 8.77$, $p < .0005$ / $t = 10.22$, $p < .0005$ tells us that corporate social responsiveness in services and corporate social responsiveness in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for corporate social responsiveness (services) is 0.59 (95% Confidence Interval for Unstandardized Coefficient β are 0.46 and 0.72).

Unstandardized Coefficient β for corporate social responsiveness (manufacturing) is 0.70 (95% Confidence Interval for Unstandardized Coefficient β are 0.56 and 0.83).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of corporate social responsiveness on corporate communication in service and manufacturing organizations. Thus, the dimension of corporate social responsiveness is important for corporate communication of an organization irrespective of the industry.

**Table 4.24 Linear Regression - Corporate Social Responsiveness
(Services and Manufacturing)**

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Corporate Social Responsiveness Services	0.529	0.280	0.276	77.02	.000	0.59 (95% CI for Unstandardized Coefficient β are 0.46 and 0.72).	8.77
Corporate Social Responsiveness Manufacturing	0.588	0.345	0.342	104.5	.000	0.70 (95% CI for Unstandardized Coefficient β are 0.56 and 0.83)	10.22

H₀₂₂: The constituent factor for corporate social responsiveness namely Social Responsibility does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.25**, the result of regression analysis indicates a significant relationship between social responsibility and corporate communication in services and manufacturing organizations. The R Square of social responsibility in services organizations indicates explained variance of approximately 22%, while the R Square of social responsibility in manufacturing indicates explained variance of approximately 33%. The F ratio of social responsibility in services 58.0 and social responsibility in manufacturing 98.2 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 7.6$, $p < .0005$ / $t = 9.91$, $p < .0005$ tells us that social responsibility in services and social responsibility in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for social responsibility (services) is 1.05 (95% Confidence Interval for Unstandardized Coefficient β are 0.78 and 1.33).

Unstandardized Coefficient β for social responsibility (manufacturing) is 1.34 (95% Confidence Interval for Unstandardized Coefficient β are 1.07 and 1.61).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of social responsibility on corporate communication in service and manufacturing organizations. Thus, the social responsibility is important for corporate communication of an organization irrespective of the industry.

Table 4.25 Linear Regression-Social Responsibility (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Social Responsibility Services	0.476	0.221	0.223	58.0	.000	1.05 (95% CI for Unstandardized Coefficient β are 0.78 and 1.33)	7.61
Social Responsibility Manufacturing	0.576	0.332	0.328	98.2	.000	1.34 (95% CI for Unstandardized Coefficient β are 1.07 and 1.61)	9.91

H₀₂₃: The constituent factor for corporate social responsiveness namely Corporate Ethics does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.26**, the result of regression analysis indicates a significant relationship between corporate ethics and corporate communication in services and manufacturing organizations. The R Square of corporate ethics in services organizations indicates explained variance of approximately 16%, while the R Square of corporate ethics in manufacturing indicates explained variance of approximately 12%. The F ratio of corporate ethics in services 38.9 and corporate ethics in manufacturing 26.9 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 6.24$, $p < .0005/t = 5.1$, $p < .0005$ tells us that corporate ethics in services and corporate ethics in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for corporate ethics (services) is 1.53 (95% Confidence Interval for Unstandardized Coefficient β are 1.05 and 2.02).

Unstandardized Coefficient β for corporate ethics (manufacturing) is 1.21 (95% Confidence Interval for Unstandardized Coefficient β are 0.75 and 1.67).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of corporate ethics on corporate communication in service and manufacturing organizations. Thus, corporate ethics is important for corporate communication of an organization irrespective of the industry.

Table 4.26 Linear Regression-Corporate Ethics (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Corporate Ethics Services	0.406	0.164	0.160	38.96	.000	1.53 (95% CI for Unstandardized Coefficient β are 1.05 and 2.02)	6.24
Corporate Ethics Manufacturing	0.346	0.120	0.115	26.97	.000	1.21 (95% CI for Unstandardized Coefficient β are 0.75 and 1.67)	5.19

H₀₂₄: The constituent factor for corporate social responsiveness namely Corporate Virtue does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.27**, the result of regression analysis indicates a significant relationship between corporate virtue and corporate communication in services and manufacturing organizations. The R Square of corporate virtue in services organizations indicates explained variance of approximately 12%, while the R Square of corporate virtue in manufacturing indicates explained variance of approximately 18%. The F ratio of corporate virtue in services 28.5 and corporate virtue in manufacturing 44.6 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 5.3$, $p < .0005$ / $t = 6.6$, $p < .0005$ tells us that corporate virtue in services and corporate virtue in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for corporate virtue (services) is 1.66 (95% Confidence Interval for Unstandardized Coefficient β are 1.04 and 2.27).

Unstandardized Coefficient β for corporate virtue (manufacturing) is 1.98 (95% Confidence Interval for Unstandardized Coefficient β are 1.39 and 2.56).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of corporate virtue on corporate communication in service and manufacturing organizations. Thus, corporate virtue is important for corporate communication of an organization irrespective of the industry.

Table 4.27 Linear Regression-Corporate Virtue (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Corporate Virtue Services	0.355	0.126	0.122	28.5	.000	1.66 (95% CI for Unstandardized Coefficient β are 1.04 and 2.27)	5.34
Corporate Virtue Manufacturing	0.429	0.184	0.180	44.6	.000	1.98 (95% CI for Unstandardized Coefficient β are 1.39 and 2.56)	6.68

H₀₂₅: The constituent factor for corporate social responsiveness namely Social Image does not differ in its impact on corporate communication in services and manufacturing organizations.

Null hypothesis is accepted. As mentioned in **Table 4.28**, the result of regression analysis indicates a significant relationship between social image and corporate communication in services and manufacturing organizations. The R Square of social image in services organizations indicates explained variance of approximately 15%, while the R Square of social image in manufacturing indicates explained variance of approximately 6%. The F ratio of social image in services 34.8 and social image in manufacturing 14.4 is statistically significant at $p < .005$ suggesting that our models does prove the prediction while $t = 5.9$, $p < .0005$ / $t = 3.8$, $p < .0005$ tells us that social image in services and social image in manufacturing both are statistically significant predictors of the outcome.

If we compare the Unstandardized Coefficient β and 95% Confidence Interval for Unstandardized Coefficient β for service and manufacture organizations, we observe that:

Unstandardized Coefficient β for social image (services) is 1.97 (95% Confidence Interval for Unstandardized Coefficient β are 1.31 and 2.62).

Unstandardized Coefficient β for social image (manufacturing) is 1.26 (95% Confidence Interval for Unstandardized Coefficient β are 0.61 and 1.92).

The Confidence Intervals for both groups are overlapping each other. This signifies that there is no difference in impact of social image on corporate communication in service and manufacturing organizations. Thus, social image is important for corporate communication of an organization irrespective of the industry.

Table 4.28 Linear Regression-Social Image (Services and Manufacturing)

Variables	R	R Square	Adjusted R Square	F	p value	Unstandardized Coefficient β	t
Social Image Services	0.387	0.150	0.145	34.8	.000	1.97 (95% CI for Unstandardized Coefficient β are 1.31 and 2.62)	5.90
Social Image Manufacturing	0.261	0.068	0.063	14.4	.000	1.26 (95% CI for Unstandardized Coefficient β are 0.61 and 1.92)	3.80

H₀₂₆: The constituent factors of corporate social responsiveness do not differ in its level of impact on corporate communication within services organizations.

Null hypothesis is rejected ($p < 0.05$). The constituent factors of corporate social responsiveness (services organizations) namely social responsibility, corporate ethics, corporate virtue and social image were used in a step wise multiple regression analysis to predict corporate communication. As mentioned in **Table 4.29**, out of four constituent factors of corporate social responsiveness, the multiple regression model excluded one variables and produced $R=0.524$. The R Square indicates explained variance of approximately 27%. F ratio of 24.6 is statistically significant at $p < .005$ suggesting that our model does prove the prediction. Social responsibility received strongest weight in the model (Unstandardized Coefficient $\beta = 4.70$ (95% Confidence Interval for β are 2.32 and 7.09) followed by corporate ethics (Unstandardized Coefficient $\beta = 2.52$ (95% Confidence Interval for β are 0.24 and 4.77) and social image (Unstandardized Coefficient $\beta = 2.49$ (95% Confidence Interval for β are 0.31 and 4.67). The excluded factor corporate virtue ($t = 1.34$, $p > .0005$) seems to indicate that is not important constituent factor of corporate social responsiveness within services organizations in predicting corporate communication.

Table 4.29 Multiple Regression-Constituent factors of Corporate Social Responsiveness (Services)

R = 0.524., R Square = 0.275, Adjusted R Square = 0.264, R Square Change = 0.018, F = 24.6, df (3,195), p value = .000						
Variables	Unstandardized Coefficient	Standardized Coefficient	t	p value	95% Confidence Interval for Unstandardized Coefficient β	
	β	β			Lower Bound	Upper Bound
Social Responsibility	4.70	0.30	3.89	.000	2.32	7.09
Corporate Ethics	2.52	0.16	2.22	.027	0.28	4.77
Social Image	2.49	0.16	2.25	.025	0.31	4.67

H₀₂₇: The constituent factors of corporate social responsiveness do not differ in its level of impact on corporate communication within manufacturing organizations.

Null hypothesis is rejected ($p < 0.05$). The constituent factors of corporate social responsiveness (manufacturing organizations) namely social responsibility, corporate ethics, corporate virtue and social image were used in a step wise multiple regression analysis to predict corporate communication. As mentioned in **Table 4.30**, out of four constituent factors of corporate social responsiveness, the multiple regression model excluded two variables and produced $R = 0.614$. The R Square indicates explained variance of approximately 38%. F ratio of 59.9 is statistically significant at $p < .005$ suggesting that our model does prove the prediction. Social responsibility received strongest weight in the model (Unstandardized Coefficient $\beta = 7.89$ (95% Confidence Interval for β are 5.87 and 9.84) followed by corporate virtue (Unstandardized Coefficient $\beta = 3.22$ (95% Confidence Interval for β are 1.54 and 4.91). The excluded factors namely corporate ethics ($t = 1.57$, $p > .0005$) and social image ($t = 0.135$, $p > .0005$) seem to indicate that are not important constituent factors of corporate social responsiveness within manufacturing organizations in predicting corporate communication.

Table 4.30 Multiple Regressions - Constituent factors of Corporate Social Responsiveness (Manufacturing)

R = 0.614, R Square = 0.377, Adjusted R Square = 0.370, R Square Change = 0.045, F = 59.5, df (2,197), p value = .000						
Variables	Unstandardized Coefficient	Standardized Coefficient	t	p value	95% Confidence Interval for Unstandardized Coefficient β	
	β	β			Lower Bound	Upper Bound
Social Responsibility	7.89	0.481	7.80	.000	5.87	9.84
Corporate Virtue	3.22	0.233	3.77	.000	1.54	4.91

4.3. The Grand Summary

1. Corporate Communication plays an important role in creating a distinct Corporate Image in both services and manufacturing organizations.
2. A significant impact of Globalization was observed on Corporate Communication in services and manufacturing organizations to create a distinct Corporate Image of an organization. The impact of Globalization was perceived higher in both services and manufacturing organization when compared to New Technology and Corporate Social Responsiveness. While, no significant difference was observed between services and manufacturing organizations on the dimension of Globalization. This denotes that Globalization is equally important for both services and manufacturing organizations.

Five constituent factors were identified for Globalization namely Collaboration, Open Trade, Cross Cultural Communication, Innovative Technology and Quality Services. No significant difference was observed between services and manufacturing organizations on the constituent factors of Globalization. Collaboration, Open Trade, Cross Cultural Communication, Innovative Technology and Quality Services is perceived to have impact on Corporate Communication of an organization irrespective of the industry type.

The constituent factors for Globalization differ in their level of impact on Corporate Communication within services organizations. Collaboration received strongest weight in the model, followed by Quality Services and Innovative Technology. The excluded factors of Open Trade and Cross Cultural Communication are not important within services organizations in predicting Corporate Communication. The constituent factors for Globalization also differ in their level of impact on Corporate Communication within manufacturing organizations. Collaboration received strongest weight in the model followed by Quality Services, Cross Cultural Communication and Innovative Technology. The excluded factor namely Open Trade is not important within manufacturing organizations in predicting Corporate Communication.

3. A significant impact of New Technology was observed on Corporate Communication in services and manufacturing organizations to create a distinct Corporate Image of an organization. No significant difference was observed between services and manufacturing organizations on the dimension of New Technology. This denotes that new technology is equally important for both services and manufacturing organizations.

Three constituent factors were identified for New Technology that is Prompt Services, Virtual Ability and Transformed Network. No significant difference was observed between services and manufacturing organizations on the constituent factors for New Technology. Prompt Services, Virtual Ability and Transformed Networks are perceived to have impact on corporate communication irrespective of the industry type.

The constituent factors for New Technology differ in their level of impact on Corporate Communication within services organizations. Prompt Services received strongest weight in the model followed by Virtual Ability. The excluded factor namely Transformed Networks is not important within services organizations in predicting Corporate Communication. The constituent factors for New Technology also differ in their level of impact on Corporate Communication within manufacturing organizations. Prompt Services received strongest weight in the model followed by Transformed Networks and Virtual Ability.

4. A significant impact of Corporate Social Responsiveness was observed on Corporate Communication in services and manufacturing organizations to create a distinct Corporate Image of an organization. No significant difference was observed between services and manufacturing organizations on the dimension of Corporate Social Responsiveness. This denotes that corporate social responsiveness is equally important for both services and manufacturing organizations.

Four constituent factors were identified for Corporate Social Responsiveness namely Social Responsibility, Corporate Ethics, Corporate Virtue and Social Image which impacts corporate communication in services and manufacturing organizations. No significant difference was observed between services and manufacturing organizations on the constituent factors for Corporate Social

Responsiveness. Social Responsibility, Corporate Ethics, Corporate Virtue and Social Image are perceived important for corporate communication irrespective of the industry type.

The constituent factors for Corporate Social Responsiveness differ in their level of impact on Corporate Communication within services organizations. Social responsibility received strongest weight in the model followed by corporate and social image. The excluded factor corporate virtue is not important within services organizations in predicting Corporate Communication. The constituent factors for Corporate Social Responsiveness also differ in their level of impact on Corporate Communication within manufacturing organizations. Social Responsibility received strongest weight in the model followed by Corporate Virtue. The excluded factors namely Corporate Ethics and Social Image are not important within manufacturing organizations in predicting Corporate Communication.

Chapter 5

Discussion

- 5.1. Corporate Image
- 5.2. Globalization
- 5.3. New Technology
- 5.4. Corporate Social Responsiveness

The present study was an attempt to examine the importance of corporate communication to create a distinct corporate image of an organization. The study identified the impact of globalization, new technology and corporate social responsiveness on corporate communication in services and manufacturing organizations. The study also identified the constituent factors for globalization, new technology and corporate social responsiveness which influence corporate communication and determined the level of impact these constituent factors had within services and manufacturing organizations.

Results of the exploratory factor analysis identified five constituent factors for globalization namely collaboration, open trade, cross cultural communication, innovative technology and quality services ; three constituent factors for new technology namely prompt services, virtual ability and transformed networks and four constituent factors for corporate social responsiveness that is social responsibility, corporate ethics, corporate virtue and social image.

This chapter discusses the findings of the present study in the light of the available literature. The knowledge generated by the study has been merged with the available literature for meaningful understanding of the subject under focus.

5.1. Corporate Image

The first objective of the study was to investigate the impact of corporate communication on corporate image of an organization. The study identified a significant positive impact of corporate communication on corporate image in both services and manufacturing organizations. The finding suggests that higher the focus on corporate communication more favorable will be the corporate image of an organization. The creation of a suitable image requires a substantial investment, in both, management effort and financial resources. It follows therefore, that the return on the investment should be clear and identifiable. Some of the returns that can be generated from a favorable image are increased sales, support for new product development (Yeoh, 1994), stronger financial relations (Goldstone, 1998), improved employee relations and recruitment (Smith, 1993), faster recovery from crises (Dowling, 1994) and the development of emotional values (Brinkerhof, 1990) which can improve brand value. Needle (1964) found a strong correlation between a favorable company image and the prescribing of its products.

Huston (1993) reported in a study carried out by Scott-Levin Associates, 80 percent of general practitioners stated they base their drug selection on their opinion of the manufacturer when choosing between similar brands. The study confirmed that a good image does translate into increased prescribing of a product. Riordan et. al, (1997) found that employee's perceptions of corporate image can positively influence job satisfaction, and negatively influence turnover and turnover intentions through strengthening their identification with the organization.

The increasing attention given to corporate image is illustrated by the vast amounts of money now being spent by UK businesses in developing their corporate identities. Fifty five per cent of the top 100 UK companies have invested in radical development of their identities within the last decade (Williams, 1998). A fragmented image may not only damage reputation but could compromise the whole communication effort (Wright & Fill, 2001). Veljković and Petrović (2011) stated that corporate communications transforms organizations identity into image. The public forms a perception regarding a company's image on the basis of sent messages. Since the creation and transmission of messages is controlled by the company itself, the conclusion that can be drawn is that image represents a useful instrument that can and should be actively managed. In addition, a formed image does not represent a static category. Image formation is an evolutionary process of changing, modifying and adapting messages on newly adopted values within the company, which are a result of new economic, ecological and social conditions in which the company is operating. Corporate communication plays the role of connector between corporate identity and corporate image.

Korver and Ruler (2002) concluded in his study that corporate communication is an umbrella term for coordination of communication disciplines that an organization intentionally deploys in order to create a favorable internal and external image. Cornelissen and Elving (2003) opined that the industries have realized the relation between stakeholders and profits. Therefore, good corporate communication would enhance the stakeholder relationships and consequently improve the corporate image.

The present research found no significant difference between services and manufacturing organizations in its impact of corporate communication. This denotes that corporate communication is important for corporate image of an organization irrespective of the industry type. Goods producing firms and retail establishments alike have traditionally

relied more on image than the tangible product. Promotional activities in both services and manufacturing organizations aim at positioning their offering in the minds of consumers (Ries & Trout, 1986). In the current competitive environment, customers expect institutions to offer a wide array of services. Introducing new and innovative products that best meet the changing needs of customers is therefore a key element in the image management process and the positioning of the service firm (LeBlanc & Nguyen, 1995).

5.2. Globalization

Globalization has a significant positive impact on corporate communication to create a distinct corporate image of an organization in both services and manufacturing organizations. The present research found a significant difference between globalization, new technology and corporate social responsiveness in its impact on corporate communication. The results show that the impact of globalization is more on corporate communication of an organization than compared to new technology and corporate social responsiveness. The findings of the study are in confirmation with the earlier research that globalization and free trade is contributing to the increased importance of corporate communication (Balmer & Gray, 1999). No significant difference was found between services and manufacturing organizations in its impact of globalization on corporate communication. This indicates that globalization has an impact on corporate communication of an organization irrespective of industry type. According to Hufbauer and Warren (1999) globalization has affected all facets of the world economy. This includes services organizations, which in most economies are the single largest contributor to economic growth and employment. However, despite its importance to national output, the impact of globalization on services is only recently receiving the attention of researchers and policy-makers. Similarly, manufacturers, whether in developed or less developed countries, find themselves in a severe manufacturing environment where they have to act locally and to think globally. Therefore, manufacturing companies should pay enough attention to the process and impacts of globalization (Morrison & Beck, 2000). Salaheldin (2002) contended that manufacturing companies whether in developed or less developed countries are vulnerable and therefore need to mobilize to confront the threat. Corporate communication facilitates to identify

the global factors critical to the anticipated changes in the dynamic and hostile environment of globalization.

While comparing the impact of corporate communication, no significant difference between services and manufacturing organizations on the constituent factors for globalization namely collaboration, open trade, cross cultural communication, innovative technology and quality services was observed. This denotes that collaboration, open trade, cross cultural communication, innovative technology and quality services has an impact on corporate communication irrespective of industry type. According to Corbett and Noyes (2008) collaboration involves a group of independent individuals or organizations working together to achieve a common purpose directly or indirectly affecting service delivery or other goals. This working together involves varying degrees of integration or sharing of functions and can be described according to the intensity of the relationships. A report by Microsoft (2007), one of the top manufacturing companies stated that leading manufacturing companies have found a new source of competitive advantage. It is collaboration. Collaboration helps companies act quickly and accurately, make decisions, assign tasks, and execute business processes. Collaboration opens up new ways of working and drives innovation. Collaboration has become an engine of productivity and an essential core competence.

Innovative Technology has played an important role in this rise of the service sector in developed countries, contributing to improve productivity. However, there is a new role for technology in services, which has origin in technological change. The new main role for technology is as a source for innovation, since technology is enabling and facilitating innovation in services firms. Understanding this new role contribute to service firms to respond properly to the challenges of modern economy, gain sustainable competitive advantage for the firm, improve performance in service innovation and generate more variety in response to the customers' needs (Giraldo, 2010). The finding of the present study is consistent with Ng and Hung (2001) who concluded that innovative technologies can be considered as significant drivers of change in manufacturing companies in today's globalised world. By becoming global, firms can achieve effectiveness in their operations. One way for global firms to attain this objective is to adopt and implement innovative technologies both tangible and intangible.

Quality services as one of the constituent factors for globalization has also a significant impact on corporate communication of an organization. Numerous studies have shown that provision of high quality services is directly related to increase in profits, market share, customer satisfaction, profitability and cost savings (Devlin and Dong, 1994). With competitive pressures and the increasing necessity to deliver customer satisfaction, the element of quality of service has become vitally important (Friedenberg, 1997). The present study has observed significant impact of quality services in both services and manufacturing organizations. The importance of quality in services cannot be underestimated. Service is a social act which takes place in direct contact between the customer and representatives of the service company. (Norman, 1984). Pons (2010) in his research on quality services in manufacturing established that the tangible output for the manufacturing industries is a physical product. That is the billable product that they sell. However, even then quality of service is important, because it includes sensitivity to customer needs, dealing with defective product, and maintenance. Also, adding service can be a strategic way for firms to add value to the customer, and growth in their business in a competitive market. Firms that cannot compete on production cost alone, adding better quality service has the potential to give a competitive advantage.

No significant difference was observed between services and manufacturing organizations on the constituent factor namely cross cultural communication. This denotes that cross cultural communication has an impact on corporate communication of an organization irrespective of the industry type. The importance of cross cultural communication in the process of corporate communication is already established by previous research study that globalization of the world economies had made it important for marketing managers to understand how to do business in different cultures. The ability of marketers and consumers to communicate cross culturally is critical for success. In line with the present research, it has been established that cultural factors have long been known to influence the communication and success potential of competition. Cultural awareness shapes how business firms behave in cross culturally reflected international markets. It is broadly recognized that cultural factors act as invisible barriers in international corporate communications. Understanding cultural differences is one of the most significant skills for firms to develop in order to have a competitive advantage in international business (Guang and Trotter, 2012).

The constituent factors for globalization differed in their impact on corporate communication within services organizations. Collaboration received strongest weight in the model, followed by quality services and innovative technology. The excluded factors namely open trade and cross cultural communication seem to indicate that are not important constituent factors of globalization within services organizations in predicting corporate communication. While, the constituent factors for globalization also differ in their level of impact on corporate communication within manufacturing organizations. Collaboration received strongest weight in the model followed by quality services, cross cultural communication and innovative technology. The excluded factor namely open trade seems to indicate that is not important constituent factor of globalization within manufacturing organizations in predicting corporate communication. It is important to understand that the ways in which product and quality services are measured and appraised differ between the two industries. Products from manufacturing industries are tangible and visible, while services are intangible and invisible. As a consequence, quality service is not easy to assess and depends upon the observation of customers. The quality of manufacturing products is comparatively easier to enumerate. A product is either accepted or rejected. By contrast, the quality of a service is hard to determine and measure. Since access to service has a direct bearing on customers' perceptions of image, management must ensure that quality standards are established for all components of the service delivery system to ensure that services are offered in a timely manner and that customer expectations with regard to service are met (Parasuraman et al., 1991).

5.3. New Technology

A significant positive impact of new technology was observed on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization. The findings of the present research work are in confirmation with earlier research that communication is central to organizations because it helps to create shared meanings, norms and culture of the organization. Technological change is one of the most important aspects which have influenced the communication process in organizations, especially the practice of new communication technology in organizational communication (Gumus, 2007). Ean (2011) concluded that organization communication has to be powerful and effective as it will motivate the workforce to the company's financial success.

New technologies are playing a powerful role in informing, educating, and connecting people around the world. Technologies like internet, World Wide Web, electronic mails, audio and video conferencing, several wireless networks, voice mails, instant messaging, etc are creating vast impact on communication process of an organization. The Internet facilitates rapid communication of information at a very low cost. Many companies around the world have launched web sites, which are used to communicate information to anyone who is interested and who possesses the technological resources to access it (Gowthorpe, 2004). Corporate web sites could provide corporations with ample opportunities to communicate their corporate image, product promotions and issues management with their publics, which include shareholders, consumers, suppliers, employees, government, and activists (Ki and Hon, 2006).

The result of the present research study found no significant difference between services and manufacturing organizations on the dimension of new technology in its impact on corporate communication. This denotes that new technology is equally important for both services and manufacturing organizations. In continually changing market environments, there is a need for corporate worldwide to communicate their strategies and other information in a suitable and well-organized manner. New technologies allow management to stay connected and communicate effectively. The advancement of new technologies has brought new opportunities for the corporate communication field, because companies not only can publish information, but measure its effectiveness immediately (Argenti, 2006).

No significant difference was observed between services and manufacturing organizations on the constituent factors for new technology namely prompt services, virtual ability and transformed networks. The findings thus have proved that prompt services, virtual ability and transformed networks have an equal importance on corporate communication irrespective of industry type. A research by Cascio (2000) established that new technology has given rise to virtual workplace, in which employees operate remotely from each other and from managers, are a reality, and will become even more common in future. There are sound business reasons for establishing virtual workplaces that can lead to stunning improvements in productivity, profits and customer services.

Networked transformation and innovation is becoming increasingly important for services and manufacturing organizations as they attempt to respond to rapidly changing environments by acquiring and integrating interdependent and complex bundles of knowledge (Geisler, 2007). In manufacturing, transformed networks is important because manufacturing organizations need to know about various means to reduce the production cost by reducing the inventories, lead time, etc and therefore using less labor, materials, space and time. It is also about passing these savings on to its customers to offer continuous improvement, just-in-time production, time based management and total quality management.

The next objective was to find the level of impact the constituent factors for new technology have on corporate communication within services and manufacturing organizations. The constituent factors for new technology differed in their level of impact on corporate communication within services organizations. Prompt services received strongest weight in the model followed by virtual ability. The excluded factor namely transformed networks seems to indicate that is not important constituent factor of new technology within services organizations in predicting corporate communication. The constituent factors for new technology also differed in their level of impact on corporate communication within manufacturing organizations. Prompt services received strongest weight in the model followed by transformed networks and virtual ability. In order to achieve customer satisfaction, organizations must be able to satisfy their customers' needs and wants through prompt service delivery and hence, good quality service (La Barbera and Mazursky, 1983). Customers become endeared to a service provider or company due to many factors including the promptness with which employees receive and serve clients (Kumar and Menakshi, 2007).

5.4. Corporate Social Responsiveness

Research literature has pointed out that corporate social responsiveness communication is not always beneficial for organizations since it may breed skepticism (Lindgreen and Swan, 2010). There are good reasons, both of an ethical and pragmatic nature, for choosing a minimalist approach to CSR communication (Morsing et. al., 2006). Still one can argue that some forms of communication is required essentially, it cannot be avoided. It is not possible not to communicate with organizational publics (Watzlawick, 1976). The results of the present research study reveal a significant positive impact of corporate

social responsiveness on corporate communication in services and manufacturing organizations. Corporations pervade society not only through the goods and services they produce and sell, but also through the ideologies they institutionalize through corporate communication (Fox & Fox, 2004). New standards for assessing corporate performance such as rankings of the most admired, the most ethical and the most environmentally friendly corporations are now being published in most countries. Companies should be aware of these rankings and should try to redefine themselves accordingly (Yamauchi, 2001).

The results of the study further reveal that there is no significant difference between services and manufacturing organizations in its impact of corporate social responsiveness on corporate communication. This indicates that corporate social responsiveness is important for both services and manufacturing organizations. According to Bashir et al. (2012) recent research has shown that the business organizations benefit from corporate social activities as well since they enhance their image among their customers and increase their attractiveness to potential and existing employees. As a result, these initiatives have become an integral part of business practice, regardless of the organization's type, type of markets, and the businesses now allocate hefty amounts in their annual budgets to make what they call it as investment in the social service areas. Enahoro et al., (2013) concluded that manufacturing companies' investment in social responsibility is negligible. Insufficient investment in corporate social responsibility has many implications for the management of the various manufacturing organizations. Though these companies report huge profit yearly, they have not done enough to give a face lift to the immediate communities where they operate. It is so vital for manufacturing organizations to understand that business organizations cannot function effectively without the support of the society in which it is located. It is perhaps because of this that the executives feel that increased awareness and focus on the responsibilities of an organization has made corporate communication essential and powerful tool which will assist in proving its contribution to create a distinct corporate image of an organization.

Furthermore, the present study has observed no significant difference between services and manufacturing organizations on the constituent factors for corporate social responsiveness namely social responsibility, corporate ethics, corporate virtue and social image. A socially responsible company has another way of viewing problems, as it will

be always aware of the consequences of its decisions on all of the people concerned; the managers themselves, employees, customers and suppliers, the local community, society as whole and even future generations. It will see consequences, problems, that other companies will not see, important things perhaps not for short term return but very important for the consistency of its policies and actions, stakeholder engagement or for generating trust between stakeholders and with the organization (Argandona, 2008).

A company has to take into account also the ethical components of its activity, to perform in a manner consistent with expectations of societal mores and ethical norms, to recognize and respect new or evolving ethical / moral norms adopted by society, to prevent ethical norms from being compromised in order to achieve corporate goals, to do what is expected morally or ethically in order to become good corporate citizenship, to recognize that corporate integrity and ethical behavior go beyond mere compliance with laws and regulations (Iamandi , 2007).

Corporate virtue, one of the constituent factors of corporate social responsiveness is perceived important irrespective of the industry type. Virtue, in the Aristotelian sense, is an attribute that leads to eudemonia, a flourishing state exceeding normal happiness and excellence (Aristotle, 1106). It is more similar to delight while demonstrating the highest form of humanity. In the original Greek, virtue (arête) is applied to both individuals and organizations in recognition of the fact that virtue can be demonstrated at the individual or the collective level (Schudt, 2000). Virtuous organizations do more than participate in normatively prescribed corporate social responsibility, sponsor environmentally friendly programs, or utilize renewable resources (Bollier, 1996). Virtuous organizations have qualities and exhibit behaviors that extend ahead of a reliable moral or ethical code. They do more than just to perform effectively. They embrace more than core competence or capability. Virtuous organizations are unique, in other words, in their capacity to create positive deviance.

The level of impact the identified constituent factors for corporate social responsiveness have on corporate communication among services and manufacturing organizations was the next objective of the study. The constituent factors for corporate social responsiveness differed in their level of impact on corporate communication within services organizations. Social responsibility received strongest weight in the model followed by corporate and social image. The excluded factor corporate virtue seems to indicate that is

not important constituent factor of corporate social responsiveness within services organizations in predicting corporate communication. Within manufacturing, social responsibility received strongest weight in the model followed by corporate virtue. The excluded factors namely corporate ethics and social image seem to indicate that are not important constituent factors of corporate social responsiveness within manufacturing organizations in predicting corporate communication. Thus, the results of the present study indicates that an ever-increasing number of companies are recognizing the reputational risks and opportunities that corporate responsibility brings, and for these companies aligning corporate behavior with stakeholder expectations is an ongoing business priority. Communication, however, often remains the missing link in the practice of corporate responsibility. The information requirements of a range of opinion leader and mass stakeholder audiences are not currently being satisfied by many companies, so they are not getting full credit for their responsible corporate behavior (Dawkins, 2004).

Chapter 6

Implications

6.1 Implications

6.1.1. Corporate

6.1.2. Corporate Communication Professionals/Consultants

6.1.3. Communication/Business Students

This chapter highlights the implications that can be drawn from the present research study.

6.1 Implications

6.1.1. Corporate

The study provides the conceptual framework for corporate to better understand the critical factors that influence corporate communication. Globalization, New Technology and Corporate Social Responsiveness is perceived vital by executives involved in executing corporate communication in an organization irrespective of the type. Corporate communication gives organizations an opportunity to make their corporate image more valuable which is a significant component to the success of any organization. Corporate can customize their communication programs according to the customer's requirements while framing their corporate communication. Corporate need to convince their customers, their developers, their decision makers or in other words all the stakeholders about the value of their products/services. Corporate communication thus has a strategic impact on the organization's image. The ultimate purpose of corporate communication is to improve the face of the organization within its stakeholders. Therefore, it should be used efficiently and effectively to have a competitive advantage. Creating a strategic communication function and program is a vital task for corporate with its diverse and widespread constituency. The study will guide the top management who are involved in framing of business strategies to create a distinct corporate image of an organization. It will augment their understanding as how to frame effective corporate communication strategies, managing and maintaining successful interaction with the internal and external audiences of an organization.

6.1.2. Corporate Communication Professionals/Consultants

The results derived from the present research study have important implications for practitioners. The scale developed for the study has substantial potential in providing the perception of people involved in the process of corporate communication. By periodic assessment of the factors that impact corporate communication to create a distinct corporate image of an organization in services and manufacturing organizations, executives involved in the process of corporate communication can start to monitor and

track corporate communication trends over time. A longitudinal study can be conducted to find out the impact of globalization, new technology and corporate social responsiveness on corporate communication over a period of time.

Thus, the results of the study can provide a framework for services and manufacturing organizations for framing multi-level interventions. The constituent factors for globalization, new technology and corporate social responsiveness give a deeper insight to the professionals as how to enhance the corporate communication which will finally lead to enhancement of corporate image. The study will help them to formulate and execute effective procedures to make decisions on communication matters, mobilize internal and external support for corporate communication objectives, coordinate with international business firms, minimize discrepancies between the company's desired identity and brand features and delegate different task in communication. Thus, the findings will enhance the acumen of corporate communication professionals in services and manufacturing organizations in making corporate communication effective.

6.1.3. Communication/Business Students

This study is also significant to management and communication students. It will help them in serving as a reference when it comes to corporate communication theories, the role of communication in business and the key factors influencing corporate communication to create a distinct corporate image. This study will help management and communication students by gaining knowledge and understanding of the communication aspects involved in dealing with an organization's internal and external stakeholders. It will help them to be familiar with the main areas of research in corporate communication.

Chapter 7

Summary and Conclusion

- 7.1. The Summary
- 7.2. The Conclusion
- 7.3. The Suggestions

Corporate Communication has started receiving significant attention by both academics and business in recent years. Current environmental drifts are forcing organizations to give greater importance to corporate communication. To congregate the challenges of global competition, organizations are enforced to rethink the way they execute business and re-evaluate the way they communicate. Effective corporate communication plays an essential role to make organizations become fast, flexible and competitive. It is an act of effectively conveying to a company's stakeholders the corporate philosophy that the company regards as the ultimate of its corporate culture. While many organizations believe in the importance of corporate communication to create a competitive advantage, this belief can still be considered as a complex issue because of the changing nature of organizations.

This study is an attempt to identify the impact of corporate communication on the corporate image of an organization. It explores the impact of globalization, new technology and corporate social responsiveness on corporate communication to create a distinct corporate image of an organization. The constitute factors for globalization, new technology and corporate social responsiveness are identified to determine whether these constituent factors differ in their importance in the corporate communication of services and manufacturing organizations.

7.1. The Summary

The report of the study contains seven chapters besides references and appendix for precision and clarity. The Chapter One titled Introduction. It introduces the variant structure and conceptual framework on which the rationale and objectives of the study are based. This section begins with laying down the background of the importance of corporate communication, corporate image and how globalization, new technology and corporate social responsiveness have influenced corporate communication over a period of time. The first part further puts forth the theoretical construction of the meaning of Corporate Communication, Corporate Image, Globalization, New Technology and Corporate Social Responsiveness in terms of its theoretical origin, fundamental assumptions and definitions. It gives some insights into the sectors under the study .i.e. Services and Manufacturing organizations. The second part of the chapter highlights the problems posed and explains the rationale of the study. Placed against the background

and theoretical framework this part further underlines the purpose of the study. Finally, the six objectives of the study have been listed in the third part of this chapter.

The Chapter Two titled ***Review of Literature*** presents a critical appraisal of the previous works published in the field of corporate communication by various research scholars leading to acknowledge corporate communication as a distinct domain of the study. Extensive literature review has examined the concept of corporate communication, corporate image and its relevance and importance within an organization in the era of globalization, new technology and corporate social responsiveness. The available studies are carefully reviewed and their contribution is presented with respect to their significance to the present study. The chapter includes various studies recognizing the value of corporate communication in meeting the challenges of global business and also brings out the role of corporate communication as a fundamental factor for the success of an organization. Effort has been made to identify the prevalent gaps in the existing literature to complement the objectives of the study. The chapter contains various sub-sections based on different streams of present research work.

The Chapter Three entitled ***Research Methodology*** explains the research process and method applied in this study. The chapter is divided into four parts: *The Study*, *The Design*, *The Sample* and *The Tools*. The first part highlights the multi-stage design process conducted to achieve objectives of the study. The second part describes the population, details about the sampling procedure and sample size adopted in the study. The last part gives comprehensive picture about the tools used for data collection, validation and data analysis (Item Total Correlation, Factor Analysis, Linear Regression, ANOVA and Multiple Regression).

Chapter IV: Results - This chapter focuses on the results derived in the line of present research. The results are organized and presented in three sections namely ***Initial Analysis***, ***Details of the Results*** and ***Grand Summary***. Initial analysis, presents the results in terms of factors obtained through exploratory factor analysis while final analysis attempts to establish relationship between the factors obtained. *Details of the Results* focused to identify the impact of corporate communication on corporate image of an organization. It further identifies the impact of globalization, new technology and corporate social responsiveness on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Linear Regression was applied to study the impact of one variable over other. Multiple regression analysis was applied to understand which independent variable (globalization, new technology or corporate social responsiveness) is perceived to have more impact on corporate communication. ANOVA was applied to identify whether the role of corporate communication in services and manufacturing organizations differ in their impact of corporate communication.

The constituent factors for globalization, new technology and corporate social responsiveness which impact corporate communication in services and manufacturing organizations are further compared by applying regression analysis. It also studies the level of impact the twelve identified constituent factors for globalization, new technology and corporate social responsiveness have on corporate communication within services and manufacturing organizations with the help of multiple regression. The *Grand Summary* is given at the end of the chapter.

The Chapter Five is titled ***Discussion***. The results given in the grand summary are examined and integrated to draw significant conclusions in this chapter. An attempt is made to establish linkages between the findings of the present study with reported findings of earlier studies in the relevant area. Identifying the constituent factors for globalization, new technology and corporate social responsiveness which impact corporate communication in services and manufacturing organizations is an attempt to add to the existing mass of literature in this area of study. The study has further compared the constituent factors for globalization, new technology and corporate social responsiveness which impact corporate communication within services and manufacturing organizations.

The Chapter Six is titled ***Implications***. This chapter will highlight the significance of the present research work, focuses on its implications for different purpose and also suggests possible directions for future studies. The implications of the current research work are both for academicians and corporate communication practitioners in both services and manufacturing organizations. Through this study, new insight is likely to lead to new hypothesis for future studies.

The Chapter Seven is titled ***Summary and Conclusion***. This chapter is divided into three sections: ***The Summary***, ***The Conclusion*** and ***The Suggestions***. The first section *The*

Summary presents a chapter wise outline to provide a quick overall picture of the contents of the report. The *Conclusions* are drawn in the light of the objectives of the study. The study has brought important insights and suggestions. On the basis of the understanding developed during the work, the *Suggestions* for future research and critical issues and limitations of the study are enumerated.

The references and works cited have been included at the end, which relate to the relevant studies cited at various places in the report. They have been presented in a standard format.

7.2. The Conclusion

The Conclusions have been drawn in the light of the objectives, which were framed for carrying out the present study. The study has successfully achieved its objectives as concluded below:

Objective 1: To study the impact of corporate communication on corporate image.

A significant impact of corporate communication was observed on corporate image of the organization.

Objective 2: To study the impact of globalization on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

A significant impact of globalization was observed on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Objective 3: To study the impact of new technology on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

A significant impact of new technology was observed on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Objective 4: To study the impact of corporate social responsiveness on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

A significant impact of corporate social responsiveness was observed on corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Objective 5: To identify the constituent factors of globalization, new technology and corporate social responsiveness which impact corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Five constituent factors are identified for globalization namely Collaboration, Open Trade, Cross Cultural Communication, Innovative Technology and Quality Services which impact corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Three constituent factors are identified for new technology namely Prompt Services, Virtual Ability and Transformed Networks which impact corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Four constituent factors are identified for corporate social responsiveness namely Social Responsibility, Corporate Ethics, Corporate Virtue and Social Image which impacts corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization.

Objective 6: To compare the constituent factors of globalization, new technology and corporate social responsiveness which impact corporate communication in services and manufacturing organizations.

The ANOVA result indicated that no significant difference was observed in the role of corporate communication in services and manufacturing organizations to create a distinct corporate image of an organization. This denotes that corporate communication is important for corporate image of an organization irrespective of the industry.

The impact of Globalization was perceived higher in both services and manufacturing organization when compared to New Technology and Corporate Social Responsiveness. While, no significant difference was observed between services and manufacturing organizations on the dimension of Globalization. This denotes that Globalization is equally important for both services and manufacturing organizations.

No significant difference was observed between services and manufacturing organizations on the constituent factors for globalization namely Collaboration, Open Trade, Cross Cultural Communication, Innovative Technology and Quality Services.

No significant difference was observed between services and manufacturing organizations on the constituent factor for new technology namely Prompt Services, Virtual Ability and Transformed Networks.

No significant difference was observed between services and manufacturing organizations on the constituent factors for corporate social responsiveness namely Social Responsibility, Corporate Ethics, Corporate Virtue and Social Image.

The constituent factors for Globalization differ in their level of impact on Corporate Communication within services organizations. Collaboration received strongest weight in the model, followed by Quality Services and Innovative Technology. The excluded factors namely Open Trade and Cross Cultural Communication seem to indicate that are not important constituent factors of Globalization within services organizations in predicting Corporate Communication. The constituent factors for Globalization also differ in their level of impact on Corporate Communication within manufacturing organizations. Collaboration received strongest weight in the model followed by Quality Services, Cross Cultural Communication and Innovative Technology. The excluded factor namely Open Trade seems to indicate that is not important constituent factor of Globalization within manufacturing organizations in predicting Corporate Communication.

The constituent factors for New Technology differ in their level of impact on Corporate Communication within services organizations. Prompt Services received strongest weight in the model followed by Virtual Ability. The excluded factor namely Transformed Networks seems to indicate that is not important constituent factor of New Technology within services organizations in predicting Corporate Communication. The constituent factors for New Technology also differ in their level of impact on Corporate

Communication within manufacturing organizations. Prompt Services received strongest weight in the model followed by Transformed Networks and Virtual Ability.

The constituent factors for Corporate Social Responsiveness differ in their level of impact on Corporate Communication within services organizations. Social responsibility received strongest weight in the model followed by corporate and social image. The excluded factor corporate virtue seems to indicate that is not important constituent factors of corporate social responsiveness within services organizations in predicting corporate communication. The constituent factors for Corporate Social Responsiveness also differ in their level of impact on Corporate Communication within manufacturing organizations. Social Responsibility received strongest weight in the model followed by Corporate Virtue. The excluded factors namely Corporate Ethics and Social Image seem to indicate that are not important constituent factors of corporate social responsiveness within manufacturing organizations in predicting Corporate Communication.

7.3. The Suggestions

The study has provided ‘new vistas’ for future research in a promising way. Some of the suggestions for future research are stated below to further enhance the knowledge in the field of corporate communication.

1. The present study has identified the impact of globalization, new technology and corporate social responsiveness on corporate communication to create a distinct corporate image of an organization. The study can further identify impact of other factors like new strategic alliances, new sophistication in customers, etc. on corporate communication.
2. Further research inquiry can be expanded by providing insights into various dimensions of the changes brought about by new technology in the field of corporate communication. It could also include new media impact on national and global societies with reference to corporate communication.
3. The present study is based on the impact of corporate communication on corporate image of the organization with reference to the services and manufacturing industry. The research inquiry can be expanded by identifying the impact of corporate communication on corporate image with reference to other industries like extractive industry and primary industry (agriculture, forestry, etc.) Further, a comparative

study can be carried out between the public and private sector organizations involved in the process of corporate communication to understand sector differentiation. This may throw new light to improve the performances of both public and private sector in the present competitive time.

4. The present study does not include any demographic variables. Future research can cover the impact of the back-ground and socio-demographic variables like age, gender, length of managerial experience, academic and professional background, hierarchy and area of specialization of a corporate communication practitioner on process of corporate communication of an organization.
5. This study can be replicated in other countries to have a cross cultural perspective on corporate communication.
6. Future research can be replicated on larger and different samples to ensure the generalization of the current findings.

Appendices

Appendix I

Pilot Study - Regression analysis between Corporate Communication and Corporate Image

Descriptive Statistics

	Mean	Std. Deviation	N
Corporate Image	158.2300	15.18562	100
Corporate Communication	83.6600	8.95355	100

Correlations

		Corporate Image	Corporate Communication
Pearson Correlation	Corporate Image	1.000	.574
	Corporate Communication	.574	1.000
Sig. (1-tailed)	Corporate Image	.	.000
	Corporate Communication	.000	.
N	Corporate Image	100	100
	Corporate Communication	100	100

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7518.843	1	7518.843	48.126	.000 ^a
	Residual	15310.867	98	156.233		
	Total	22829.710	99			

a. Predictors: (Constant), Corporate Communication

b. Dependent Variable: Corporate Image

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	76.801	11.804		6.506	.000	53.375	100.226
	Corporate Communication	.973	.140	.574	6.937	.000	.695	1.252

a. Dependent Variable: Corporate Image

Appendix II

Pilot Study - Regression analysis between Globalization and Corporate Communication

Descriptive Statistics

	Mean	Std. Deviation	N
Corporate Communication	83.6600	8.95355	100
Globalization	61.2000	5.55050	100

Correlations

		Corporate Communication	Globalization
Pearson Correlation	Corporate Communication	1.000	.613
	Globalization	.613	1.000
Sig. (1-tailed)	Corporate Communication	.	.000
	Globalization	.000	.
N	Corporate Communication	100	100
	Globalization	100	100

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.613 ^a	.375	.369	7.11167	.375	58.922	1	98	.000

a. Predictors: (Constant), Globalization

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2980.006	1	2980.006	58.922	.000 ^a
	Residual	4956.434	98	50.576		
	Total	7936.440	99			

a. Predictors: (Constant), Globalization

b. Dependent Variable: Corporate Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	23.166	7.913		2.928	.004	7.463	38.869
	Globalization	.988	.129	.613	7.676	.000	.733	1.244

a. Dependent Variable: Corporate Communication

Appendix III

Pilot Study - Regression analysis between New Technology and Corporate Communication

Descriptive Statistics

	Mean	Std. Deviation	N
Corporate Communication	83.6600	8.95355	100
New Technology	49.4200	4.89316	100

Correlations

		Corporate Communication	New Technology
Pearson Correlation	Corporate Communication	1.000	.514
	New Technology	.514	1.000
Sig. (1-tailed)	Corporate Communication	.	.000
	New Technology	.000	.
N	Corporate Communication	100	100
	New Technology	100	100

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.514 ^a	.264	.257	7.71823	.264	35.226	1	98	.000

a. Predictors: (Constant), New Technology

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2098.478	1	2098.478	35.226	.000 ^a
	Residual	5837.962	98	59.571		
	Total	7936.440	99			

a. Predictors: (Constant), New Technology

b. Dependent Variable: Corporate Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	37.161	7.872		4.720	.000	21.538	52.783
	New Technology	.941	.159	.514	5.935	.000	.626	1.256

a. Dependent Variable: Corporate Communication

Appendix IV

Pilot Study - Regression analysis between Corporate Social Responsiveness and Corporate Communication

Descriptive Statistics

	Mean	Std. Deviation	N
Corporate Communication	83.6600	8.95355	100
CSR	46.4500	6.55879	100

Correlations

		Corporate Communication	CSR
Pearson Correlation	Corporate Communication	1.000	.539
	CSR	.539	1.000
Sig. (1-tailed)	Corporate Communication	.	.000
	CSR	.000	.
N	Corporate Communication	100	100
	CSR	100	100

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.F Change
1	.539 ^a	.290	.283	7.58129	.290	40.083	1	98	.000

a. Predictors: (Constant), CSR

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2303.799	1	2303.799	40.083	.000 ^a
	Residual	5632.641	98	57.476		
	Total	7936.440	99			

a. Predictors: (Constant), CSR

b. Dependent Variable: Corporate Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	49.496	5.449		9.083	.000	38.682	60.310
	CSR	.735	.116	.539	6.331	.000	.505	.966

a. Dependent Variable: Corporate Communication

Appendix V

Factor Analysis Globalization

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.743
Bartlett's Test of Sphericity	Approx. Chi-Square		705.735
	Df		105
	Sig.		.000

Factor Loading of Globalization

Factor Name	Statements in A1	Components				
		1	2	3	4	5
Collaboration	Statement 8	.795	.047	.115	.073	.041
	Statement 7	.772	.210	.061	.057	.005
	Statement 9	.463	.043	.030	.455	.148
Open Trade	Statement 6	.066	.719	.054	.122	.024
	Statement 5	.047	.700	.061	.166	.046
	Statement 12	.247	.403	.305	.008	.253
	Statement 1	.111	.388	.378	.021	.101
Cross-Cultural Communication	Statement 3	.021	.075	.760	.042	.012
	Statement 13	.231	.035	.579	.283	.165
	Statement 4	.036	.258	.545	.206	.085
Innovative Technology	Statement 15	.021	.123	.036	.775	.066
	Statement 14	.011	.213	.226	.699	.046
Quality Services	Statement 11	.100	.280	.060	.037	.725
	Statement 10	.217	.031	.234	.266	.591
	Statement 2	.238	.292	.195	.044	.533
Variance Explained (%)		20.72	8.85	8.28	7.36	6.97
Total Variance Explained (%)		52.20				
Extraction Method: Principal Component Analysis , Rotation Method: Varimax						

Appendix VI

Factor Analysis New Technology

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.765
Bartlett's Test of Sphericity	Approx. Chi-Square		595.081
	Df		66
	Sig.		.000

Factor Loading New Technology

Factor Name	Statements in A2	Components		
		1	2	3
Prompt Services	Statement 11	.688	.010	.118
	Statement 10	.604	.169	.313
	Statement 9	.580	.359	.163
	Statement 12	.552	.106	.203
	Statement 7	.397	.281	.018
	Statement 8	.384	.375	.072
Virtual Ability	Statement 2	.017	.728	.280
	Statement 1	.054	.704	.094
	Statement 3	.191	.499	.207
Transformed Networks	Statement 4	.018	.198	.740
	Statement 5	.074	.215	.686
	Statement 6	.255	.072	.592
Variance Explained (%)		24.60	10.69	8.94
Total Variance Explained (%)				44.44
Extraction Method: Principal Component Analysis				
Rotation Method: Vaimax				

Appendix VII

Factor Analysis Corporate Social Responsiveness

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.864
Bartlett's Test of Sphericity	Approx. Chi-Square		1563.906
	Df		136
	Sig.		.000

Factor Loading Corporate Social Responsiveness

Factor Name	Statements in A3	Components			
		1	2	3	4
Social Responsibility	Statement 15	.703	.061	.384	.099
	Statement 14	.677	.070	.236	.030
	Statement 11	.645	.089	.035	.305
	Statement 13	.579	.286	.087	.040
	Statement 12	.533	.228	.048	.416
	Statement 17	.518	.092	.035	.268
	Statement 16	.405	.266	.329	.107
Corporate Ethics	Statement 2	.075	.798	.098	.098
	Statement 1	.144	.723	.303	.030
	Statement 3	.174	.708	.034	.242
	Statement 4	.287	.480	.005	.269
Corporate Virtue	Statement 8	.151	.052	.721	.163
	Statement 7	.132	.070	.632	.369
	Statement 9	.114	.151	.627	.060
Social Image	Statement 6	.082	.138	.283	.687
	Statement 5	.027	.059	.146	.631
	Statement 10	.304	.225	.081	.535
Variance Explained (%)		29.10	7.94	7.28	6.36
Total Variance Explained (%)					50.69%
Extraction Method: Principal Component Analysis					
Rotation Method: Varimax					

Appendix VIII

Regression analysis between Corporate Communication and Corporate Image

Descriptive Statistics

	Mean	Std. Deviation	N
Corporate Image	158.5175	15.01110	400
Corporate Comm.	85.5400	8.85293	400

Correlations

		CI	CC
Pearson Correlation	CI	1.000	.609
	CC	.609	1.000
Sig. (1-tailed)	CI	.	.000
	CC	.000	.
N	CI	400	400
	CC	400	400

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.371	.369	11.92378

a. Predictors: (Constant), Corporate Communication

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33321.627	1	33321.627	234.368	.000 ^a
	Residual	56586.250	398	142.177		
	Total	89907.878	399			

a. Predictors: (Constant), Corporate Communication

b. Dependent Variable: Corporate Image

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	70.218	5.799		12.110	.000	58.818	81.617
	CC	1.032	.067	.609	15.309	.000	.900	1.165

a. Dependent Variable: Corporate Image

Appendix IX

Regression analysis between Globalization and Corporate Communication

Descriptive Statistics

	Mean	Std. Deviation	N
Corporate Communication	85.5400	8.85293	400
Globalization	62.4400	5.07403	400

Correlations

		CC	Globalization
Pearson Correlation	CC	1.000	.552
	Globalization	.552	1.000
Sig. (1-tailed)	CC	.	.000
	Globalization	.000	.
N	CC	400	400
	Globalization	400	400

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552 ^a	.304	.303	7.39306

a. Predictors: (Constant), Globalization

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9517.759	1	9517.759	174.135	.000 ^a
	Residual	21753.601	398	54.657		
	Total	31271.360	399			

a. Predictors: (Constant), Globalization

b. Dependent Variable: Corporate Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	25.438	4.570		5.567	.000	16.454	34.421
	Globalization	.963	.073	.552	13.196	.000	.819	1.106

a. Dependent Variable: Corporate Communication

Appendix X

Regression analysis between New Technology and Corporate Communication

Descriptive Statistics

	Mean	Std. Deviation	N
CC	85.5400	8.85293	400
New Tech.	49.6325	4.46624	400

Correlations

		CC	New Tech.
Pearson Correlation	CC	1.000	.485
	New Tech.	.485	1.000
Sig. (1-tailed)	CC	.	.000
	New Tech.	.000	.
N	CC	400	400
	New Tech.	400	400

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.485 ^a	.235	.233	7.75269

a. Predictors: (Constant), New Tech.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7349.904	1	7349.904	122.286	.000 ^a
	Residual	23921.456	398	60.104		
	Total	31271.360	399			

a. Predictors: (Constant), New Technology

b. Dependent Variable: Corporate Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	37.844	4.330		8.739	.000	29.331	46.358
	New Tech.	.961	.087	.485	11.058	.000	.790	1.132

a. Dependent Variable: Corporate Communication

Appendix XI

Regression analysis between Corporate Social Responsiveness and Corporate Communication

Descriptive Statistics

	Mean	Std. Deviation	N
CC	85.5400	8.85293	400
CSR	66.3750	7.65250	400

Correlations

		CC	CSR
Pearson Correlation	CC	1.000	.560
	CSR	.560	1.000
Sig. (1-tailed)	CC	.	.000
	CSR	.000	.
N	CC	400	400
	CSR	400	400

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560 ^a	.313	.311	7.34654

a. Predictors: (Constant), Corporate Social Responsiveness

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9790.639	1	9790.639	181.403	.000 ^a
	Residual	21480.721	398	53.972		
	Total	31271.360	399			

a. Predictors: (Constant), Corporate Social Responsiveness

b. Dependent Variable: Corporate Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	42.574	3.211		13.258	.000	36.262	48.887
	CSR	.647	.048	.560	13.469	.000	.553	.742

a. Dependent Variable: Corporate Communication

Appendix XII

Multiple Regression analysis between Globalization, New Technology and Corporate Social Responsiveness

Descriptive Statistics

	Mean	Std. Deviation	N
CC	85.5400	8.85293	400
Globalization	62.4400	5.07403	400
New Technology	49.6325	4.46624	400
CSR	66.3750	7.65250	400

Correlations

		CC	Globalization	New Technology	CSR
Pearson Correlation	CC	1.000	.552	.485	.560
	Globalization	.552	1.000	.675	.454
	New Technology	.485	.675	1.000	.425
	CSR	.560	.454	.425	1.000
Sig. (1-tailed)	CC	.	.000	.000	.000
	Globalization	.000	.	.000	.000
	New Technology	.000	.000	.	.000
	CSR	.000	.000	.000	.
N	CC	400	400	400	400
	Globalization	400	400	400	400
	New Technology	400	400	400	400
	CSR	400	400	400	400

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.658 ^a	.433	.429	6.6917	.433	100.78	3	396	.000

a. Predictors: (Constant), CSR, New Technology, Globalization

ANOVA ^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13538.737	3	4512.912	100.781	.000 ^a
	Residual	17732.623	396	44.779		
	Total	31271.360	399			

a. Predictors: (Constant), CSR, New Technology, Globalization b. Dependent Variable: CC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Err.	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	12.196	4.430		2.753	.006	3.487	20.906					
Globalization	.521	.092	.298	5.635	.000	.339	.702	.552	.272	.213	.511	1.958
New Technology	.250	.103	.126	2.418	.016	.047	.453	.485	.121	.092	.527	1.897
CSR	.428	.050	.370	8.575	.000	.330	.527	.560	.396	.324	.768	1.303

a. Dependent Variable: CC

Appendix XIII

ANOVA Corporate Communication -Services and Manufacturing Organizations Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
1.404(a)	30	164	.094

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2094.585	35	59.845	.598	.963
Within Groups	16412.410	164	100.076		
Total	18506.995	199			

Appendix XIV

Multiple Regression - Globalization Services

Descriptive Statistics

	Mean	Std. Deviation	N
CC Services	83.9950	9.64365	200
Collaboration	4.1333	.55617	200
Open Trade	4.0475	.49836	200
Cross Cultural Communication	4.0767	.58237	200
Innovative Technologies	4.1325	.66777	200
Quality Services	4.1450	.50078	200

Correlations

		CC Services	Collaboration	Open Trade	Cross Cultural Communication	Innovative Technologies	Quality Services
Pearson Correlation	CC Services	1.000	.473	.323	.338	.274	.383
	Collaboration	.473	1.000	.300	.358	.207	.389
	Open Trade	.323	.300	1.000	.361	.325	.303
	Cross Cultural Communication	.338	.358	.361	1.000	.370	.268
	Innovative Tech.	.274	.207	.325	.370	1.000	.168
	Quality Services	.383	.389	.303	.268	.168	1.000
Sig. (1-tailed)	CC Services	.	.000	.000	.000	.000	.000
	Collaboration	.000	.	.000	.000	.002	.000
	Open Trade	.000	.000	.	.000	.000	.000
	Cross Cultural Communication	.000	.000	.000	.	.000	.000
	Innovative Tech.	.000	.002	.000	.000	.	.009
	Quality Services	.000	.000	.000	.000	.009	.
N	CC Services	200	200	200	200	200	200
	Collaboration	200	200	200	200	200	200
	Open Trade	200	200	200	200	200	200
	Cross Cultural Communication	200	200	200	200	200	200
	Innovative Tech.	200	200	200	200	200	200
	Quality Services	200	200	200	200	200	200

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.473 ^a	.224	.220	8.5167	.224	57.148	1	198	.000
2	.520 ^b	.270	.263	8.2789	.046	12.536	1	197	.000
3	.544 ^c	.296	.285	8.1526	.026	7.151	1	196	.008

a. Predictors: (Constant), Collaboration

b. Predictors: (Constant), Collaboration, Quality Services

c. Predictors: (Constant), Collaboration, Quality Services, Innovative Technologies

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4145.193	1	4145.193	57.148	.000 ^a
	Residual	14361.802	198	72.534		
	Total	18506.995	199			
2	Regression	5004.438	2	2502.219	36.507	.000 ^b
	Residual	13502.557	197	68.541		
	Total	18506.995	199			
3	Regression	5479.710	3	1826.570	27.481	.000 ^c
	Residual	13027.285	196	66.466		
	Total	18506.995	199			

a. Predictors: (Constant), Collaboration

b. Predictors: (Constant), Collaboration, Quality Services

c. Predictors: (Constant), Collaboration, Quality Services, Innovative Technologies

d. Dependent Variable: CC Services

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval		Collinearity Statistics	
		B	Std. Err.	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	50.076	4.527		11.062	.000	41.149	59.004		
	Collaboration	8.206	1.086	.473	7.560	.000	6.065	10.347	1.000	1.000
2	(Constant)	37.931	5.580		6.798	.000	26.928	48.935		
	Collaboration	6.627	1.146	.382	5.785	.000	4.368	8.886	.848	1.179
	Quality Services	4.505	1.272	.234	3.541	.000	1.996	7.014	.848	1.179
3	(Constant)	31.428	6.009		5.230	.000	19.571	43.278		
	Collaboration	6.150	1.142	.355	5.385	.000	3.898	8.403	.828	1.208
	Quality Services	4.180	1.259	.217	3.320	.001	1.697	6.662	.841	1.190
	Innovative Tech.	2.377	.889	.165	2.674	.008	.624	4.129	.948	1.055

a. Dependent Variable: CC Services

Excluded Variables^d

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Open Trade	.199 ^a	3.096	.002	.215	.910	1.099	.910
	Cross Cultural Communication	.193 ^a	2.940	.004	.205	.872	1.147	.872
	Innovative Tech.	.184 ^a	2.935	.004	.205	.957	1.045	.957
	Quality Services	.234 ^a	3.541	.000	.245	.848	1.179	.848
2	Open Trade	.158 ^b	2.455	.015	.173	.869	1.151	.810
	Cross Cultural Communication	.163 ^b	2.498	.013	.176	.852	1.173	.779
	Innovative Tech.	.165 ^b	2.674	.008	.188	.948	1.055	.828
3	Open Trade	.121 ^c	1.822	.070	.129	.807	1.240	.803
	Cross Cultural Communication	.120 ^c	1.761	.080	.125	.768	1.302	.768

a. Predictors in the Model: (Constant), Collaboration

b. Predictors in the Model: (Constant), Collaboration, Quality Services

c. Predictors in the Model: (Constant), Collaboration, Quality Services, Innovative Technologies

d. Dependent Variable: CC Services

Appendix XV

Multiple Regression- Globalization Manufacturing

Descriptive Statistics

	Mean	Std. Deviation	N
CC Manufacturing	87.0850	7.70354	200
Collaboration	4.2950	.45474	200
Open Trade	4.1950	.43494	200
Cross Cultural Communication	4.0817	.50954	200
Innovative Technologies	4.3050	.58195	200
Quality Services	4.2783	.40760	200

Correlations

		CC Mfg.	Collaboration	Open Trade	Cross Cultural Communication	Innovative Technologies	Quality Services
Pearson Correlation	CC Manufacturing	1.000	.346	.341	.332	.306	.354
	Collaboration	.346	1.000	.298	.105	.158	.127
	Open Trade	.341	.298	1.000	.232	.265	.335
	Cross Cultural Communication	.332	.105	.232	1.000	.187	.283
	Innovative Tech.	.306	.158	.265	.187	1.000	.251
	Quality Services	.354	.127	.335	.283	.251	1.000
Sig. (1-tailed)	CC Manufacturing	.	.000	.000	.000	.000	.000
	Collaboration	.000	.	.000	.069	.013	.036
	Open Trade	.000	.000	.	.000	.000	.000
	Cross Cultural Communication	.000	.069	.000	.	.004	.000
	Innovative Tech.	.000	.013	.000	.004	.	.000
	Quality Services	.000	.036	.000	.000	.000	.
N	CC Manufacturing	200	200	200	200	200	200
	Collaboration	200	200	200	200	200	200
	Open Trade	200	200	200	200	200	200
	Cross Cultural Communication	200	200	200	200	200	200
	Innovative Tech.	200	200	200	200	200	200
	Quality Services	200	200	200	200	200	200

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.354 ^a	.125	.121	7.2225	.125	28.388	1	198	.000
2	.466 ^b	.217	.209	6.8499	.092	23.127	1	197	.000
3	.516 ^c	.266	.255	6.6502	.049	13.008	1	196	.000
4	.540 ^d	.292	.277	6.5482	.026	7.153	1	195	.008

a. Predictors: (Constant), Quality Services

b. Predictors: (Constant), Quality Services, Collaboration

c. Predictors: (Constant), Quality Services, Collaboration, Cross Cultural Communication

d. Predictors: (Constant), Quality Services, Collaboration, Cross Cultural Communication, Innovative Tech.

ANOVA^e

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1480.859	1	1480.859	28.388	.000 ^a
	Residual	10328.696	198	52.165		
	Total	11809.555	199			
2	Regression	2566.000	2	1283.000	27.343	.000 ^b
	Residual	9243.555	197	46.922		
	Total	11809.555	199			
3	Regression	3141.285	3	1047.095	23.676	.000 ^c
	Residual	8668.270	196	44.226		
	Total	11809.555	199			
4	Regression	3447.988	4	861.997	20.103	.000 ^d
	Residual	8361.567	195	42.880		
	Total	11809.555	199			

a. Predictors: (Constant), Quality Services

b. Predictors: (Constant), Quality Services, Collaboration

c. Predictors: (Constant), Quality Services, Collaboration, Cross Cultural Communication

d. Predictors: (Constant), Quality Services, Collaboration, Cross Cultural Communication, Innovative Technologies

e. Dependent Variable: CC Manufacturing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std.Err.	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	58.452	5.398		10.828	.000	47.806	69.097		
	Quality Services	6.693	1.256	.354	5.328	.000	4.216	9.170	1.000	1.000
2	(Constant)	39.358	6.479		6.075	.000	26.580	52.135		
	Quality Services	5.958	1.201	.315	4.961	.000	3.590	8.327	.984	1.016
	Collaboration	5.177	1.077	.306	4.809	.000	3.054	7.300	.984	1.016
3	(Constant)	31.406	6.665		4.712	.000	18.261	44.551		
	Quality Services	4.766	1.212	.252	3.932	.000	2.375	7.156	.911	1.098
	Collaboration	4.902	1.048	.289	4.678	.000	2.835	6.969	.979	1.022
	Cross Cultural Communication	3.488	.967	.231	3.607	.000	1.581	5.395	.915	1.093
4	(Constant)	27.241	6.745		4.039	.000	13.938	40.544		
	Quality Services	4.117	1.218	.218	3.381	.001	1.715	6.519	.875	1.144
	Collaboration	4.558	1.040	.269	4.383	.000	2.507	6.609	.964	1.038
	Cross Cultural Communication	3.189	.959	.211	3.327	.001	1.298	5.080	.903	1.108
	Innovative Tech.	2.238	.837	.169	2.674	.008	.588	3.889	.908	1.101

a. Dependent Variable: CC Manufacturing

Excluded Variables^e

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Collaboration	.306 ^a	4.809	.000	.324	.984	1.016	.984
	Open Trade	.251 ^a	3.663	.000	.253	.888	1.126	.888
	Cross Cultural Communication	.252 ^a	3.763	.000	.259	.920	1.087	.920
	Innovative Tech.	.231 ^a	3.463	.001	.240	.937	1.067	.937
2	Open Trade	.176 ^b	2.562	.011	.180	.821	1.217	.821
	Cross Cultural Communication	.231 ^b	3.607	.000	.249	.915	1.093	.911
	Innovative Tech.	.194 ^b	3.006	.003	.210	.921	1.086	.921
3	Open Trade	.145 ^c	2.146	.033	.152	.806	1.241	.806
	Innovative Tech.	.169 ^c	2.674	.008	.188	.908	1.101	.875
4	Open Trade	.120 ^d	1.771	.078	.126	.786	1.272	.786

a. Predictors in the Model: (Constant), Quality Services

b. Predictors in the Model: (Constant), Quality Services, Collaboration

c. Predictors in the Model: (Constant), Quality Services, Collaboration, Cross Cultural Communication

d. Predictors in the Model: (Constant), Quality Services, Collaboration, Cross Cultural Communication, Innovative Technologies

e. Dependent Variable: CC Manufacturing

Appendix XVI

Multiple Regression - New Technology Services

Descriptive Statistics

	Mean	Std. Deviation	N
New Technology Services	83.9950	9.64365	200
Prompt Services	4.0858	.46873	200
Virtual Ability	4.1883	.58128	200
Transformed Networks	4.1567	.53458	200

Correlations

		New Tech. Services	Prompt Services	Virtual Ability	Transformed Networks
Pearson Correlation	New Tech. Services	1.000	.430	.306	.323
	Prompt Services	.430	1.000	.311	.388
	Virtual Ability	.306	.311	1.000	.458
	Transformed Networks	.323	.388	.458	1.000
Sig. (1-tailed)	New Tech. Services	.	.000	.000	.000
	Prompt Services	.000	.	.000	.000
	Virtual Ability	.000	.000	.	.000
	Transformed Networks	.000	.000	.000	.
N	New Tech. Services	200	200	200	200
	Prompt Services	200	200	200	200
	Virtual Ability	200	200	200	200
	Transformed Networks	200	200	200	200

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.F Change
1	.430 ^a	.185	.181	8.72960	.185	44.855	1	198	.000
2	.466 ^b	.217	.209	8.57458	.033	8.224	1	197	.005

a. Predictors: (Constant), Prompt Services

b. Predictors: (Constant), Prompt Services, Virtual Ability

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3418.236	1	3418.236	44.855	.000 ^a
	Residual	15088.759	198	76.206		
	Total	18506.995	199			
2	Regression	4022.895	2	2011.447	27.358	.000 ^b
	Residual	14484.100	197	73.523		
	Total	18506.995	199			

a. Predictors: (Constant), Prompt Services

b. Predictors: (Constant), Prompt Services, Virtual Ability

c. Dependent Variable: New Technology Services

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	47.86	5.42		8.81	.000	37.16	58.57		
Prompt Services	8.84	1.32	.430	6.69	.000	6.23	11.44	1.000	1.000
2 (Constant)	39.62	6.05		6.5	.000	27.68	51.57		
Prompt Services	7.62	1.36	.371	5.5	.000	4.93	10.31	.903	1.107
Virtual Ability	3.15	1.10	.190	2.8	.005	0.98	5.31	.903	1.107

a. Dependent Variable: New Technology Services

Excluded Variables^c

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Virtual Ability	.190 ^a	2.868	.005	.200	.903	1.107	.903
	Transformed Networks	.184 ^a	2.683	.008	.188	.849	1.178	.849
2	Transformed Networks	.127 ^b	1.727	.086	.122	.723	1.382	.723

a. Predictors in the Model: (Constant), Prompt Services

b. Predictors in the Model: (Constant), Prompt Services, Virtual Ability

c. Dependent Variable: New Technology Services

Appendix XVII

Multiple Regression - New Technology Manufacturing

Descriptive Statistics

	Mean	Std. Deviation	N
CC Manufacturing	87.0850	7.70354	200
Prompt Services	4.0917	.41021	200
Virtual Ability	4.1217	.50367	200
Transformed Networks	4.2667	.51336	200

Correlations

		CC Mfg.	Prompt Services	Virtual Ability	Transformed Networks
Pearson Correlation	CC Manufacturing	1.000	.450	.325	.343
	Prompt Services	.450	1.000	.382	.309
	Virtual Ability	.325	.382	1.000	.310
	Transformed Networks	.343	.309	.310	1.000
Sig.(1-tailed)	CC Manufacturing	.	.000	.000	.000
	Prompt Services	.000	.	.000	.000
	Virtual Ability	.000	.000	.	.000
	Transformed Networks	.000	.000	.000	.
N	CC Manufacturing	200	200	200	200
	Prompt Services	200	200	200	200
	Virtual Ability	200	200	200	200
	Transformed Networks	200	200	200	200

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.450 ^a	.202	.198	6.89709	.202	50.257	1	198	.000
2	.499 ^b	.249	.241	6.71164	.046	12.093	1	197	.001
3	.513 ^c	.263	.252	6.66220	.015	3.935	1	196	.049

a. Predictors: (Constant), Prompt Services

b. Predictors: (Constant), Prompt Services, Transformed Networks

c. Predictors: (Constant), Prompt Services, Transformed Networks, Virtual Ability

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2390.722	1	2390.722	50.257	.000 ^a
	Residual	9418.833	198	47.570		
	Total	11809.555	199			
2	Regression	2935.476	2	1467.738	32.583	.000 ^b
	Residual	8874.079	197	45.046		
	Total	11809.555	199			
3	Regression	3110.122	3	1036.707	23.357	.000 ^c
	Residual	8699.433	196	44.385		
	Total	11809.555	199			

a. Predictors: (Constant), Prompt Services

b. Predictors: (Constant), Prompt Services, Transformed Networks

c. Predictors: (Constant), Prompt Services, Transformed Networks, Virtual Ability

d. Dependent Variable: CC Manufacturing

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	52.51	4.90		10.71	.000	42.84	62.17		
Prompt Services	8.45	1.19	.450	7.08	.000	6.09	10.80	1.000	1.000
2 (Constant)	43.41	5.44		7.98	.000	32.68	54.14		
Prompt Services	7.14	1.21	.380	5.85	.000	4.73	9.54	.905	1.105
Transformed Networks	3.38	.97	.226	3.47	.001	1.46	5.31	.905	1.105
3 (Constant)	40.02	5.66		7.06	.000	28.85	51.19		
Prompt Services	6.33	1.27	.337	4.96	.000	3.82	8.85	.814	1.229
Transformed Networks	2.95	.99	.197	2.98	.003	1.00	4.91	.861	1.161
Virtual Ability	2.06	1.04	.135	1.98	.049	.012	4.11	.813	1.230

a. Dependent Variable: CCManufacturing

Excluded Variables^c

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Virtual Ability	.179 ^a	2.649	.009	.185	.854	1.171	.854
	Transformed Networks	.226 ^a	3.478	.001	.240	.905	1.105	.905
2	Virtual Ability	.135 ^b	1.984	.049	.140	.813	1.230	.813

a. Predictors in the Model: (Constant), Prompt Services

b. Predictors in the Model: (Constant), Prompt Services, Transformed Networks

c. Dependent Variable: CC Manufacturing

Appendix XVIII

Multiple Regressions - Corporate Social Responsiveness Services

Descriptive Statistics

	Mean	Std. Deviation	N
CSR Services	83.9849	9.66692	200
Social Responsibility	3.8227	.62158	200
Corporate Ethics	3.8191	.63807	200
Corporate Virtue	3.8124	.68778	200
Social Image	4.0000	.63210	200

Correlations

		CSR Services	Social Responsibility	Corporate Ethics	Corporate Virtue	Social Image
Pearson Correlation	CSR Services	1.000	.476	.406	.355	.388
	Social Responsibility	.476	1.000	.551	.469	.499
	Corporate Ethics	.406	.551	1.000	.377	.441
	Corporate Virtue	.355	.469	.377	1.000	.510
	Social Image	.388	.499	.441	.510	1.000
Sig. (1-tailed)	CSR Services	.	.000	.000	.000	.000
	Social Responsibility	.000	.	.000	.000	.000
	Corporate Ethics	.000	.000	.	.000	.000
	Corporate Virtue	.000	.000	.000	.	.000
	Social Image	.000	.000	.000	.000	.
N	CSR Services	200	200	200	200	200
	Social Responsibility	200	200	200	200	200
	Corporate Ethics	200	200	200	200	200
	Corporate Virtue	200	200	200	200	200
	Social Image	200	200	200	200	200

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.F Change
1	.476 ^a	.227	.223	8.52300	.227	57.716	1	197	.000
2	.507 ^b	.257	.249	8.37722	.030	7.916	1	196	.005
3	.524 ^c	.275	.264	8.29438	.018	4.935	1	195	.027

a. Predictors: (Constant), Social Responsibility

b. Predictors: (Constant), Social Responsibility, Social Image

c. Predictors: (Constant), Social Responsibility, Social Image, Corporate Ethics

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4192.561	1	4192.561	57.716	.000 ^a
	Residual	14310.394	198	72.642		
	Total	18502.955	199			
2	Regression	4748.095	2	2374.047	33.829	.000 ^b
	Residual	13754.860	197	70.178		
	Total	18502.955	199			
3	Regression	5087.606	3	1695.869	24.650	.000 ^c
	Residual	13415.349	196	68.797		
	Total	18502.955	199			

a. Predictors: (Constant), Social Responsibility

b. Predictors: (Constant), Social Responsibility, Social Image

c. Predictors: (Constant), Social Responsibility, Social Image, Corporate Ethics

d. Dependent Variable: CSR Services

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	55.68	3.77		14.75	.000	48.24	63.12		
	Social Resp.	7.40	.97	.476	7.59	.000	5.48	9.32	1.000	1.000
2	(Constant)	49.38	4.33		11.39	.000	40.84	57.92		
	Social Resp.	5.85	1.10	.376	5.29	.000	3.67	8.03	.751	1.331
	Social Image	3.05	1.08	.200	2.81	.005	.91	5.20	.751	1.331
3	(Constant)	46.36	4.50		10.30	.000	37.48	55.24		
	Social Resp.	4.70	1.20	.303	3.89	.000	2.32	7.0	.615	1.626
	Social Image	2.49	1.10	.163	2.25	.025	.31	4.67	.711	1.406
	Corporate Ethics	2.52	1.13	.167	2.22	.027	.28	4.77	.659	1.517

a. Dependent Variable: CSR Services

Excluded Variables^d

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Corporate Ethics	.206 ^a	2.787	.006	.195	.696	1.437	.696
	Corporate Virtue	.169 ^a	2.409	.017	.170	.780	1.281	.780
	Social Image	.200 ^a	2.814	.005	.197	.751	1.331	.751
2	Corporate Ethics	.167 ^b	2.221	.027	.157	.659	1.517	.615
	Corporate Virtue	.113 ^b	1.514	.132	.108	.679	1.473	.653
3	Corporate Virtue	.099 ^c	1.341	.181	.096	.674	1.484	.583

a. Predictors in the Model: (Constant), Social Responsibility

b. Predictors in the Model: (Constant), Social Responsibility, Social Image

c. Predictors in the Model: (Constant), Social Responsibility, Social Image, Corporate Ethics

d. Dependent Variable: CSR Services

Appendix XIX

Multiple Regressions - Corporate Social Responsiveness Manufacturing

Descriptive Statistics

	Mean	Std. Deviation	N
CSR Manufacturing	87.0850	7.70354	200
Social Responsibility	3.9300	.47131	200
Corporate Ethics	3.9625	.54895	200
Corporate Virtue	3.8733	.55573	200
Social Image	4.1067	.52812	200

Correlations

		CSR Mfg.	Social Responsibility	Corporate Ethics	Corporate Virtue	Social Image
Pearson Correlation	CSR Manufacturing	1.000	.576	.346	.429	.261
	Social Responsibility	.576	1.000	.407	.408	.390
	Corporate Ethics	.346	.407	1.000	.306	.337
	Corporate Virtue	.429	.408	.306	1.000	.286
	Social Image	.261	.390	.337	.286	1.000
Sig. (1-tailed)	CSR Manufacturing	.	.000	.000	.000	.000
	Social Responsibility	.000	.	.000	.000	.000
	Corporate Ethics	.000	.000	.	.000	.000
	Corporate Virtue	.000	.000	.000	.	.000
	Social Image	.000	.000	.000	.000	.
N	CSR Manufacturing	200	200	200	200	200
	Social Responsibility	200	200	200	200	200
	Corporate Ethics	200	200	200	200	200
	Corporate Virtue	200	200	200	200	200
	Social Image	200	200	200	200	200

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.F Change
1	.576 ^a	.332	.328	6.3140	.332	98.223	1	198	.000
2	.614 ^b	.377	.370	6.1125	.045	14.270	1	197	.000

a. Predictors: (Constant), Social Responsibility

b. Predictors: (Constant), Social Responsibility, Corporate Virtue

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3915.856	1	3915.856	98.223	.000 ^a
	Residual	7893.699	198	39.867		
	Total	11809.555	199			
2	Regression	4449.023	2	2224.512	59.538	.000 ^b
	Residual	7360.532	197	37.363		
	Total	11809.555	199			

a. Predictors: (Constant), Social Responsibility

b. Predictors: (Constant), Social Responsibility, Corporate Virtue

c. Dependent Variable: CSR Manufacturing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Err.	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	Constant)	50.09	3.75		13.32	.000	42.68	57.50		
	Social Resp.	9.41	.95	.576	9.91	.000	7.53	11.28	1.000	1.000
2	(Constant)	43.70	4.01		10.8	.000	35.78	51.61		
	Social Resp.	7.85	1.00	.481	7.80	.000	5.87	9.84	.833	1.200
	Corporate Virtue	3.22	.8	.233	3.7	.000	1.54	4.91	.833	1.200

a. Dependent Variable: CSR Manufacturing

Excluded Variables^c

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Corporate Ethics	.134 ^a	2.130	.034	.150	.835	1.198	.835
	Corporate Virtue	.233 ^a	3.778	.000	.260	.833	1.200	.833
	Social Image	.043 ^a	.680	.497	.048	.848	1.179	.848
2	Corporate Ethics	.098 ^b	1.577	.116	.112	.811	1.233	.746
	Social Image	.008 ^b	.135	.893	.010	.829	1.207	.752

a. Predictors in the Model: (Constant), Social Responsibility

b. Predictors in the Model: (Constant), Social Responsibility, Corporate Virtue

c. Dependent Variable: CSR Manufacturing

Appendix XX

Questionnaire

Dear Respondents,

I am pursuing my Doctor of Philosophy in Management (PhD) at Institute of Management, Nirma University. I am conducting a research study on 'Competitive Advantage through Corporate Communication'. This research is taken as a partial requirement for the completion of my PhD program under Nirma University, Ahmedabad.

I seek your kind assistance in completing the attached questionnaire which would take approximately 10-15 minutes of your valuable time. Your response will be treated as 'Strictly Confidential'.

If you have any queries or concerns about completing the questionnaire, please do not hesitate to contact me @ email: meghasamir3vedi@yahoo.co.in Mobile Number: 9303390025

Note: There is no right or wrong answer. To make this study possible and successful, your kind attention and honest responses are greatly valued.

Personal Details (Personal details are kept highly confidential; these details will not be revealed to any third party)

Name:

Designation:

Organization:

Gender: () Male () Female

Age Group: () Below 20 () Between 20-30 () Between 30-40 () Above 40

Qualification: () Undergraduate () Graduate () Post Graduate

Others: Specify:

Occupation (what category do you come under): () Salaried () Business

() Professional Others: Specify:

Answer the following questions on a scale of 1 to 5 where **1** stands for **strongly disagree**, **2** for **disagree**, **3** for **neutral**, **4** for **agree** and **5** for **strongly agree**.

Part A1

Sr.No	Statements	Ratings Please fill from 1 to 5
1.	Globalization has brought in more competition.	-
2.	Globalization has had significant impacts on all economies of the world.	-
3	Globalization has created the necessity for organizations to better understand other peoples' culture.	-
4.	The key characteristics of globalization have been the liberalization of international trade	-
5.	Globalizations lead to rise of free capital flow across financial	-

	markets.	
6.	Globalization has an impact on the growth of foreign direct investment (FDI).	-
7.	Globalization has made rapid rise in mergers and acquisitions across national boundaries	-
8.	Globalization has made rapid rise in strategic alliances across national boundaries	-
9.	Globalization leads to rise of multinational corporations.	-
10.	Globalization has facilitated new transportation technologies and services.	-
11.	Globalization has influenced increase in sophisticated communication.	-
12.	Globalization has increased the level of economic activity.	-
13.	One major recent driving force in Globalization is advances in telecommunications	-
14.	Globalization has encouraged innovation.	-
15.	Globalization has formed a need to absorb new technologies in an organization.	-

Part A2

Sr.No	Statements	Ratings Please fill from 1 to 5
1.	New Technology has revolutionized the way information is exchanged.	-
2.	New Technology has revolutionized the way business is conducted	-
3.	New Technology brings together disparate publics that stretch beyond national boundaries	-
4.	New Technology has transformed media structures globally.	-
5.	Technology has transformed communication structures globally.	-
6.	New Technology has facilitated organizations to explore creative ways of communication with their national and international audiences.	-
7.	New Technology has changed the pace of information flow worldwide with minimal costs.	-
8.	New Technology has raised the power of the stakeholders by making the information easily accessible.	-
9.	New Technology has impact on the strategic information management of the organization by helping to place a message strategically.	-
10.	New Technology helps companies to remain competitive in a rapidly evolving marketplace.	-
11.	New Technology helps the corporation to deal with immediate, emerging and sustained crises.	-
12.	New Technology helps companies to form a virtual team by bringing together the best people regardless of location and time	-

Part A3

Sr.No	Statements	Ratings Please fill from 1 to 5
1.	Corporate Social Responsiveness refers to the capacity of a firm to respond to its environment.	-
2.	Corporate Social Responsiveness is the firm's capacity to respond to social issues.	-
3.	Corporate Social Responsiveness helps the company to ensure its active compliance with ethical standards.	-
4.	The goal of Corporate Social Responsiveness is to encourage a positive impact through its activities.	-
5.	Corporate Social Responsiveness is about doing something rather than discussing what should be done.	-
6.	Corporate Social Responsiveness is the approach to realize social responsibility.	-
7.	Corporate Social Responsiveness includes conducting social programs.	-
8.	Corporate Social Responsiveness is associated with positive corporate virtues.	-
9.	Corporate Social Responsiveness process includes tracking and responding to societal issues.	-
10.	Corporate Social Responsiveness is important in the image building process of a company.	-
11.	Implementation of Corporate Social Responsiveness is one way of linking economics and social well being .	-
12.	Corporate Social Responsiveness helps to build social capital.	-
13.	Corporate Social Responsiveness has become too important for the companies to neglect to protect their Corporate Image.	-
14.	Corporate Social Responsiveness emphasis on long-term role of an organization in a dynamic social system.	-
15.	Social Responsiveness focuses on the long term role of a corporate in a dynamic social system.	-
16.	Corporate Social Responsiveness makes managers proactive in their dealing with social issues.	-
17.	Corporate Social Responsiveness helps the company to inform stakeholders about its good intentions, decisions and actions.	-

Part B

Sr.No	Statements	Ratings Please fill from 1 to 5
1.	Corporate Communication is reinforced due to Globalization.	-
2.	New media technologies have made Corporate Communication easier.	-
3.	Mergers and Acquisitions have made Corporate Communication important.	-
4.	Corporate Communication improves Public Relation.	-
5.	Corporate Communication improves Investor Relation.	-
6.	Corporate Communication improves Employee Relation.	-
7.	Corporate Communication improves Community Relation.	-
8.	Corporate Communication improves Press Relation.	-
9.	Corporate Communication improves Labor Relation.	-
10.	Corporate Communication improves Government Relation.	-
11.	Corporate Communication facilitates Advertising.	-
12.	Corporate Communication facilitates Marketing Communication.	-
13.	Corporate Communication facilitates Management Communication.	-
14.	Corporate Communication promotes strong corporate culture.	-
15.	Corporate Communication helps in creating relationship with stakeholders.	-
16.	Corporate Communication helps in developing strong relationships with the stakeholders.	-
17.	Corporate Communication helps to build trust amongst the stakeholders.	-
18.	Corporate Communication helps to mobilize internal and external support for corporate objective.	-
19.	Corporate Communication helps to coordinate with international business firms.	-
20.	Corporate Communications helps the organizations to gain competitive advantage.	-
21.	Corporate Communication empowers stakeholders by giving them information.	-

Part C

Sr.No	Statements	Ratings Please fill from 1 to 5
1.	Corporate image is the impression created by the corporate at a particular time.	-
2.	Corporate Image is by which a company is known.	-
3.	Corporate Image helps people to relate to the organization.	-
4.	Corporate image is the totality of consumer perceptions about the brand.	-

5.	Corporate Image helps to spark interest amongst the consumers.	-
6.	Corporate Image develops consumer awareness about the corporate.	-
7.	Corporate Image generates brand equity.	-
8.	Corporate Image is influenced by the perception of the media coverage.	-
9.	Corporate Image is influenced by the perception of labor union.	-
10.	Corporate Image is influenced by the perception of environmental organizations.	-
11.	Corporate Image can be improved by communication activities.	-
12.	Corporate Image can be created by a synergy between the planned corporate identity and the desired corporate image.	-
13.	Corporate Image is influenced by the attitude of consumers towards the logo (Design, Color, and Typography) of the company.	-
14.	Corporate Image is influenced by the attitude of consumers towards the name of the company.	-
15.	Corporate Image is influenced by the attitude of consumers towards the slogan of the company.	-
16.	Corporate Image is influenced by the attitude of consumers toward Company's architecture.	-
17.	Corporate Image is influenced by the attitude of consumers toward Company's interior design.	-
18.	Corporate Image is influenced by the attitude of consumers toward Company's stationery.	-
19.	Corporate Image is influenced by the attitude of consumers toward Company's retail stores.	-
20.	Corporate Image is influenced by the attitude of consumers toward staff apparels.	-
21.	Corporate Image can be influenced by the communication mix that reflects company's values.	-
22.	Corporate Image is formed by the way the employees treat consumers.	-
23.	Corporate Image is shaped by the way company is perceived as socially responsible.	-
24.	Corporate Image is shaped by services quality of an organization	-
25.	Corporate Image is shaped by the organizational culture.	-
26.	Corporate Image is formed by the word-of-mouth.	-
27.	Corporate Image is influenced by the extent company's identity is emotionally appealing.	-
28.	Corporate Image can affect buying intentions of the consumers.	-
29.	Corporate Image can affect consumer loyalty.	-
30.	Corporate Image can be managed through corporate advertising.	-
31.	Corporate Image can be managed through customer relationship management.	-
32.	Corporate Image can be managed through effective PR.	-
33.	Corporate Image is related to the ideology of an organization.	-
34.	Corporate Image is closely tied with the reputation of an organization.	-

35.	Corporate Image is influenced by the role management plays through its leadership style.	-
36.	Corporate Image is influenced by the credibility management enjoys.	-
37.	Corporate Image is reinforced by the reliable services offered by the organization.	-
38.	Corporate Image strengthens employee satisfaction and commitment.	-
39.	Corporate Image leads to better relationship with the shareholders.	-
40.	Corporate Image can be influenced by uncontrolled communication elements.	-

Thank You

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