

UNIVERSITY OF CAPE COAST

**CORPORATE IMAGE MANAGEMENT OF ELECTRICITY
COMPANY OF GHANA TEMA SOUTH DISTRICT BRANCH**

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CORPORATE IMAGE MANAGEMENT OF ELECTRICITY COMPANY
OF GHANA TEMA SOUTH DISTRICT BRANCH

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

Name: Francis Nimo Akonnor

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Prof. Edward Marfo-Yiadom

ABSTRACT

In this modern, dynamic and complex business environment, how people view a company is vital to that company's success. How a company is perceived affects the bottom line, directly influencing the morale and attitudes of investors, lenders of capital, and even the finance ministries of countries where the company wants to do business. It is in this regard that the current study seeks to assess the Corporate image management of Electricity Company of Ghana Tema South branch. The study employed the quantitative approach and causal research design due to its research objectives. The simple random sampling technique was employed to solicit for information from all the customers of the company. The study employed descriptive tools such as frequencies and percentages in analysing data obtained from semi-structured questionnaires. Finally, the study found that Electricity Company of Ghana, Tema South branch was doing quite impressively well in terms of customer satisfaction with service delivery and corporate image though they still have more room for improvement in terms of their responsiveness to customer complaints, communication and reception of customers. To address these problems, the study recommended that, management of ECG Tema South branch should organise more intensive, innovative and educative employee development programmes through workshops to help staff appreciate importance of corporate image management.

KEY WORDS

Corporate image

Electricity Company of Ghana

Image management

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DEDICATION

To my family

TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
KEY WORDS	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	ix
LIST OF ACRONYMS	x
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	3
Purpose of the Study	7
Research Questions	7
Significance of the Study	8
Delimitations	9
Limitations	9
Definition of Terms	10
Organisation of the Study	11
Chapter Summary	11
CHAPTER TWO: LITERATURE REVIEW	
Introduction	13
Theoretical review	13
Image restoration Theory	13
Concepts of Corporate Image	14
Empirical Review	15
Corporate Image Creation	15
Image management	16
Corporate image management	16
Image and Reputation management	18
Chapter Summary	19
CHAPTER THREE: RESEARCH METHODS	
Introduction	20

Research design	20
Study Area	22
Population	23
Sampling Procedure	23
Data Collection Instrument	24
Validity and Reliability	24
Data Collection Procedure	25
Ethical Considerations	26
Data Processing and Analysis	27
Chapter Summary	27
CHAPTER FOUR: RESULTS AND DISCUSSION	
Socio demographic data of respondents	28
Chapter Summary	40
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	41
Summary	41
Major findings	42
Conclusions	43
Recommendations	45
Suggestions for Further Research	46
REFERENCES	48
APPENDIX	55

LIST OF TABLES

Table	Page
1 Customer population Tema region as at June, 2018	4
2 Customer population Tema south district as at December 2018	4
3 Electricity sales by customer groups – January to June, 2018	5
4 Customer Demographics	28
5 Awareness of existence of Electricity Company of Ghana’s (ECG) Customer Relations Department	29
6 Information of dissemination	30
7 Means of informing	30
8 Understanding of ECG tariffs	31
9 Complaints by customers	31
10 Type of complaints	32
11 Reception by the staff ECG	33
12 Time interval between complaint and response	33
13 Satisfaction with the way your complaint was handled	34
14 Courteous and responsive staff to complaints	34
15 Checks by ECG staff	35
16 Frequency of checks	35
17 Level of satisfaction with the services of ECG	36
18 Description of ECGs’ service delivery	37
19 Perception about staff of ECG	37
20 Reliability of ECG	38
21 Perception of EGC’s efficiency	38
22 Preference of an alternative company to ECG	39
23 Preparedness to pay more for true efficiency from ECG	39

LIST OF FIGURES

Figure		Page
1	Average Percentage Electricity Sales to Customer Groups	6

LIST OF ACRONYMS

ECG	Electricity Company of Ghana
SLT	Special Load Tariff
NSLT	Non-Special Load Tariff

CHAPTER ONE

INTRODUCTION

In this modern complex business environment, organisations are under immense pressure to maintain their corporate image in a bid to remain competitive. How people view a company is vital to that company's success. How a company is perceived affects the bottom line, directly influencing the morale and attitudes of investors, lenders of capital, and even the finance ministries of countries where the company wants to do business. As a result, organisations are continuously looking for different strategies to enhance their corporate image. Studies have found positive relationships between corporate image and behavioural attitudes of consumers towards corporate entities through enhanced corporate image management and firm performance. However, public institutions likewise several other organisations face major challenges in managing their corporate image and consequently their performance. The theory of planned behaviour clearly explains the rationale behind attitudinal behaviour and perceived behavioural intentions of ECG's customers towards the company. It is on this note that the study seeks to assess the corporate image management of Electricity Company of Ghana Tema South branch in the Greater Accra Region.

Background to the Study

Every organization has a corporate image, whether it wants one or not. When properly designed and managed, the corporate image will accurately reflect the level of the organization's commitment to quality, excellence and relationships with its various constituents including current and potential customers, employees and future staff, competitors, partners, governing bodies,

and the general public (Sindhi, Padhi, & Maurya, 2018). Everything an organization does, and does not do, affects the perception of that organization and its performance, products and services in the eyes of its consumers (Wakazi, & Ogada, 2019). These perceptions affect its ability to recruit the financial resources, people and partnerships it needs to attain its goals and objectives (Suki, & Suki, 2019).

Song, Ruan, and Park (2019), argued that corporate image management is vital or crucial in attracting and maintain customer relationships in order to prosper in an increasingly competitive and constantly changing global market place. Sindhi, Padhi, and Maurya (2018), postulate that corporate image represents the highest level of brand personality and characteristics that can be created and communicated to customers and market partners. From both a marketing and management perspective, management of the corporate brand needs to be integrated into the organization's development at all levels, starting from the top. The general purpose of a corporate image is to appeal to the public and lure people in to learn about an organisation. In the end, this interest should increase sales (Heinberg, Ozkaya, & Taube, 2018).

It is to note that, corporate image management is a key contributor to enhanced performances of any organisation in Ghana including public institutions like Electricity Company of Ghana (Heinberg, Ozkaya, & Taube, 2018). Thus, the existence of effective corporate image management programmes would not only improve the organisation's chances of success within the district but also improve his/her Create recognised added-value to the products and services marked or delivered by the organization, and differentiate an organisation from competitors.

Statement of the Problem

The Tema South district branch of the Electricity Company of Ghana, one of the six district offices within the Tema regional administrative wing of the company, has over the years been battling with corporate image management stemming from the fact that customers of this very popular organization have never been satisfied with the services the company has been providing; coupled with the perception of corrupt officials who would attend to customers only when a direct financial gain has been received from them. Tema is the industrial hub of Ghana located in the south-eastern part of Ghana. It is a city built in 1960 with a man-made harbour. Tema thus is the busiest seaport in Ghana and have industries producing aluminium, refined petroleum, food products and building materials.

The fishing industry also thrives very well there with lots of cold storage facilities built there to ensure fish security in the country. The industrial nature of Tema makes the residents one of the highest electricity power users in Ghana and obviously the biggest customers to Electricity Company of Ghana. The Tema metropolis takes about 40% of the entire power purchased by ECG from the various power producers and suppliers in Ghana. The Tema regional branch of Electricity Company of Ghana, has a coverage jurisdiction bordering Accra by portions of Nungua (Kpeshie Divisional Police Station), Spintex Road – Coca Cola Plant, Volta Region by the Sogakope Bridge, and Eastern Region by Anum Boso – Asikuma town. Customer population for the Tema Regional branch of the Electricity Company of Ghana as at June, 2015 stood at 367,290 with the following category:

Table 1: Customer population Tema region as at June, 2018

Category	Customer Number
Special Load Tariff (SLT)	749
Non-Special Load Tariff (NSLT)	196,356
Prepaid	170,185
Total	367,290

Source: Management Information Office, ECG, Tema

The Tema South District which is the subject of this study has about 11% of the total customer population of the Tema Regional administrative wing of the Electricity Company of Ghana. Details of the customer categories of the District below also indicate that about 97% of the District's customer-size are Prepaid Customers which is also indicative that revenue mobilization would not be a problem. Most of the customers pay before the receipt of service from the company. Their expectations for efficient and quality service from the company is therefore very high.

Table 2: Customer population Tema south district as at December 2018

Customer category	Number
Customer type	
Residential Customers	30,793
Non-Residential Customer	9,340
Special Load Tariff (SLT) Customers	132
Metered category	
Prepaid Customers	38,980
Post-paid Customers	1,285
Total	40,265

Source: Management Information Office, ECG, Tema

Special Load Tariff (SLT) customers are customers whose electricity consumption per month is above 100 kVA whilst Non-Special Load Tariff

customers are customers whose electricity consumption per month is below this threshold of 100 kVA. The SLT customers cover a number of industries and some commercial entities and these form about 0.33 per cent of the total customer base of the Tema South District of the Electricity Company of Ghana.

Table 3: Electricity sales by customer groups – January to June, 2018

	SLT	NSLT	Prepayment	Total	% of SLT Sales
Jan	34,529,534	9,183,676	9,627,165	53,340,376	64.73
Feb	33,447,770	5,904,743	7,718,353	47,070,868	71.06
March	37,190,975	9,633,814	9,052,931	55,877,721	66.56
April	39,546,536	7,260,321	11,639,535	58,446,392	67.66
May	38,387,254	8,072,432	11,146,301	57,605,989	66.64
June	35,475,759	8,663,539	9,291,252	53,430,552	66.04
Total	218,577,831	48,718,528	58,475,541	325,771,900	67.10

Source: Management Information Office, ECG, Tema

The data in Table 3 indicates that even though the SLT customers are the minority (0.20% of the entire customer population) they buy the chunk of the electricity supply (monthly average of 67.10%) in the Tema operational area of ECG. What this means is that this group of customers are very important and not to be toyed with. A better picture is seen when a look is taken at this pie chart:

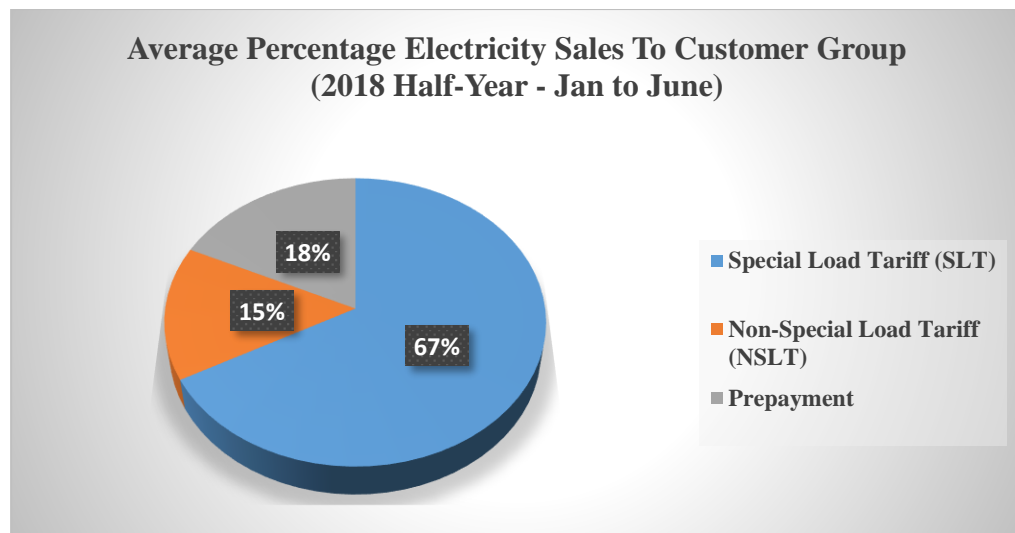


Figure 1: Average Percentage Electricity Sales to Customer Groups

Customers have sometimes been cut off from electricity supply at critical times when they needed power most; and customers have been denied power supply without any prior information and the company has invariably failed to respond to customers' complaint on time. The Electricity Company of Ghana on the other hand has also almost always complained of power theft by unscrupulous customers and the failure by customers to pay their bills in order to have enough funds to buy the relevant equipment to ensure regular power supply.

Load management exercises carried out by the company as a result of power supply shortage have been received by customers with reservations that the exercises have not been fairly carried out. Some areas in the region have been given preferential treatment and enjoyed more period of power supply contrary to the indicated period of time. Customers accessing power supply to their homes have always gone through tough times getting officials of the company to attend to them on time. And when these officials decide to attend to them on time, a kind of reward is demanded directly or indirectly. In order to

enable efficient management of customers and also provide satisfactory service to them the Electricity Company of Ghana has divided the Tema Region into districts, namely: Tema South District, Tema North District, Ada District, Somanya District, Prampram District and Afiencya District.

Purpose of the Study

The purpose of the study was to assess the corporate image management of Electricity Company of Ghana Tema South branch. Based on this, the following specific objectives were developed to:

1. determine how customers of the company see the corporate image of the company through service delivery and the trust they have for the company.
2. determine if appropriate means of communication and channels exist for effective image sustenance and protection.
3. determine the company's management involvement in the management of the corporate image.

Research Questions

The following research questions were developed for the study:

1. how do customers of the company see the corporate image of the company through service delivery and the trust they have for the company?
2. what appropriate means of communication and channels exist for effective image sustenance and protection?
3. how is the company's management involvement in the management of the corporate image?

Significance of the Study

The study assesses the Corporate image management of Electricity Company of Ghana Tema South branch. The drive for the study was to at find solutions to the continuously sinking image of the Tema South District branch of the Electricity Company of Ghana, looking at how the staff of the company attend to their customers in the area of new service connection, attendance to faults (both reported and unreported), and attendance to customer-complaints about challenges they face at home in using electricity power. As such, results from the study would drive policy directions by providing industry players and policy makers in the public utility sector with the necessary guidelines in relation to formulating relevant strategies for enhanced corporate image management.

Further, the study's results would assist policy makers in public institutions in Ghana, especially those in the Tema metropolis, to establish policies that would improve upon corporate image management, and general perception in the eyes of their consuming public. Also, the study would provide important information and insight that will help management and policy makers diagnose and solve problems, plan and assess reputational issues for the ultimate benefit of both employees and their organisations. Finally, the study's outcome would expand existing literatures in relation to corporate image management and impact on corporate organisations and hence, provide deeper understanding of these variables. This will in turn assist researchers with documents to support or disapprove their findings.

Delimitations

The study was conducted within the scope of examining the corporate image management of Electricity Company of Ghana, Tema South branch. As such, the study focused on perceptions in relation to corporate image of ECG, and how ECG was managing its corporate image in the eyes of the general public thus other issues in relation to challenges and effectiveness, for instance, were not included in the study. Also, customers of ECG other than those at Tema South branch were not included in the study. Specifically, in terms of geographical area, the study was limited to customers of ECG at Tema which is located in Tema Metropolitan district of Greater Accra region in Ghana. As such, the study's findings would be more useful to management of ECG at Tema South branch although other ECG district offices, especially those in and around Tema, could also benefit from the study's findings.

Limitations

In every research, the approach employed comes with some weaknesses which affect the study's findings. The study employed the quantitative research approach and thus improper representation of the target population could affect the study's findings. Also, quantitative approach involves structured questionnaire with close ended questions and this led to limited outcomes since the results could not represent the actual occurring. Further, the inability to control the environment (respondents) because of the use semi-structured questionnaires affected the study's findings. This is because, responses depended on customers' perception about ECG's corporate image during the time questionnaires were administered to them. However this study employs robust quantitative tools for analysis which are appropriate in achieving the

study' objectives in order to handle the highlighted limitations. Thus the study's findings are relevant and can be relied on in making decisions.

Definition of Terms

This section presented the definitions of terms employed in the study:

Corporate image: Refers to a composition of knowledge, feelings, ideals and beliefs associated with a company as a result of its activities or mental associations that organization members believe others outside the organization hold about the organization.

Image management: management of the feelings, and attitudes towards a company by multiple audiences.

Corporate image management: The corporate image management process is a strategic tool for senior executive desiring to infuse change within their organizations.

Tariff: price of electricity.

Special Load Tariff: Tariff for energy usage for industrial purposes, load more than or equal to 100 kVA

kVA: a unit of apparent power, which is electrical power unit. 1 kilo-volt-ampere is equal to 1000 volt-ampere: $1\text{kVA} = 1000\text{VA}$

Non-Special Load Tariff Customers: Customers of ECG who use energy for industrial purposes. Their load is more than or equal to 100kVA

Prepaid Customers: Customers who make cash deposit against electricity consumption.

Post-Paid Customers: Customers who use electricity and pay for it after they have been billed for the use of the energy.

Residential Customers: Customers who use electricity for domestic purposes only.

Non-Residential Customers: Customers who use electricity for commercial purposes with capacity less than 100kVA

Organisation of the Study

The study comprises five chapters of which, chapter one presents the introduction of the study in relation to background to the study, statement of the problem, purpose, objectives, research questions, significance of the study, delimitation, limitation of the study, definition of terms as well as organisation of the study. Chapter two also deals with literature review which discussed the theoretical and empirical reviews and explanation of key concepts such as perception and performance appraisal. Chapter three discusses the research methods of the study which covers research design, population, sampling procedure, data collection instrument and procedure, ethical considerations, data processing and analysis. Further, chapter four covers results' and discussion of the study and finally, chapter five discusses the summary, conclusions and recommendations of the study. The chapter concluded with suggestion for further research.

Chapter Summary

This chapter presented the introduction to the study. It specifically focused on the background to the study, statement of the problem, research objectives and questions, delimitation and limitation as well as organisation of

the study. This chapter made a case for assessing customers' perception about ECG's corporate image and management focusing on corporate image management of Electricity Company of Ghana Tema South branch. The expectancy theory was briefly discussed in a bid to provide theoretical foundations for the study. The next chapter presents the literature review of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The purpose of the study was to assess the corporate image management of Electricity Company of Ghana Tema South branch, in the Greater Accra Region of Ghana. The chapter presents and reviews literature related to the study. It discusses the theoretical review, empirical review and explanation of key concepts related to the study's objectives.

Theoretical review

The expectancy theory was used to underpin the study due to their relevance to the study's research objectives.

Image restoration Theory

The image restoration theory was propounded by William Benoit, in 1995(Benoit, 1995). Also known as image repair theory, the theory outlines strategies that can be used to restore one's image in an event where reputation has been damaged. Image restoration theory can be applied as an approach for understanding personal or organizational crisis situations (Fearn-Banks, 2009). According to Brinson and Benoit (1996) the theory can be applied to both individual and organizational crisis situations. Image repair theory is a component of crisis communication, which is a sub-specialty of public relations, which entails the practice of deliberately managing the spread of information between an individual or an organization (such as a business, government agency, or a non-profit organization) and the public (Coombs, 2007; Benoit, 2018). Its purpose is to protect an individual, company, or organization facing a public challenge to its reputation (Coombs, 2006; Fearn-Banks, 2009). The

use of this theory is relevant to the study because it helps explain the strategies adopted by ECG in either managing their corporate image or repairing a damage that it has suffered.

Concepts of Corporate Image

Several Definitions have been given for Corporate Image (Gunther, 1959; Moorthy *et al.*, 2018) posits that corporate image is a composition of knowledge, feelings, ideals and beliefs associated with a company as a result of its activities. According to Carlson (1963) and Coombs (2007) a person's perception of a firm refers to Corporate Image. Reynolds & Gutman, (1984) also defined corporate image as the mental construct developed by the consumer on the basis of a few selected impressions (which are) elaborated, embellished and ordered. Ford (1987), suggested that corporate image is the sum of experiences that someone has with an institution. Barich and Kotler (1991), also adding to the definition of the concept of corporate image defined it as Evaluations, feelings, and attitudes towards a company by multiple audiences.

The sum of impressions and expectations of an organization built up in the minds of its stakeholders and public. (Balmer, 2008). Corporate image may also be defined as views of the organization developed by its stakeholders; the outside world's overall impression of the company or immediate impression of an organization. (Riley, 1963; Jo Hatch & Schultz, 2003; Bick, Jacobson, & Abratt, 2003). Brown, Dacin, Pratt, and Whetton (2006) expatiated that corporate image encapsulates the mental associations that organization members believe others outside the organization hold about the organization.

Empirical Review

This section discusses the reviews of extensive literatures related to the study's purpose and objectives.

Corporate Image Creation

Every organization attempts to carve a positive image for itself to win the confidence of its customers (Mostafa, Lages, Shabbir, & Thwaites, 2015). A positive image is very critical to an organization in the sense that it has direct impact on its profitability and the continued existence (Hannington, 2016). Organizations therefore spend so much money on advertising and customer service delivery to influence a positive perception from the general public. As put by (Cheney & Vibbert, 1987, p. 176) an image is “something projected” by the organization, and “something perceived or interpreted by others”. Hallier, Nguyen, Melewar and Dennis (2014) have also indicated that organizational images are created and sustained by both organizations and stakeholders; while the organization is actively attempting to project a particular image of itself, stakeholders are forming perceptions of the organization. As put by Burke (2018), “an organizational image is the product of discourse between organizations and stakeholders, and not simply the result of one-way communication by itself that can produce the desired results in the minds of the target audience”.

Positive image maintenance

In order to maximize their chances for success organizations must sustain an effective image with their stakeholders (Burke, Dowling, & Wei, 2018). As put by Englehardt, Sallot, and Springston (2004) and Massey (2003)

failure is not inevitable when an organization's image is tarnished. A number of variables, including market dynamics, technology and contemporary social and political issues, among others are things which affect the concerns of both organizations and stakeholders. The challenge for organisations is the ability to understand these changes and constantly adjust the organisation's image in anticipation of and/or response to environmental change (Fariaa & Mendes, 2013)

Image management

Every organization has a corporate image, whether it wants one or not. When properly designed and managed, the corporate image will accurately reflect the level of the organization's commitment to quality, excellence and relationships with its various constituents including current and potential customers, employees and future staff, competitors, partners, governing bodies, and the general public (Howard, 1998; Hannington, 2016). Everything an organization does, and does not do, affects the perception of that organization and its performance, products and services. These perceptions affect its ability to recruit the financial resources, people and partnerships it needs to attain its goals and objectives.

The general purpose of a corporate image is to appeal to the public and lure people in to learn about an organisation. In the end, this interest should increase sales (Tran, Nguyen, Melewar, & Bodoh, 2015).

Corporate image management

The management of corporate image involves many elements, the company's mission statement, and how well the company's representatives

portray this mission, is very important to its image (Gaines-Ross, 2008). According to Schürmann (2006), the corporate language, traditions, behaviour patterns, ethics and leadership styles must be appropriate reflection of the company. All of this must match the expectations of the customers, suppliers and partners. In many ways, corporate image management is overall quality management. A favourable corporate image affects staff morale, employee turnover, recruitment expenses and marketing results. Alternatively, a weak corporate image had the opposite effect on all of these areas (Howard, 1998).

Firestein (2006), posits that the corporate image management process is a strategic tool for senior executive desiring to infuse change within their organizations. The revitalization of well-established organization and its products or services is inherently more complex than the traditional corporate identity graphics program (Alsop, 2006). The creation or modification of a deeply seeded corporate culture especially where long term employee loyalty and long-term corporate employment are no longer in vogue is even more difficult and even less graphically definable (Howard, 1998; Alsop, 2006).

Looked at from the marketing perspective, corporate image management becomes an on-going, synergistic management tool, rather than a one-time “corporate image exercise” as currently practiced by most organisations and almost all corporate identity consultants (Gable, 2018). Corporate image management, therefore, becomes a comprehensive and all-embracing process that internalizes a new skill set for managing relationships between constituents at all levels in the organisation (Haywood, 2015). Its goal is to enable sustainable relationship advantages to be developed with key audiences. Since the process of corporate image management is on-going, these

relationship management skills are applied to all current, prospective and future relationships (Haywood, 2015). It applies equally to commercial, non-profit and government organizations (Howard, 1998; Gable, 2018).

Image and Reputation management

There seems to be a good relationship between image and reputation since both have the element of perception and judged by others (Riahi-Belkaoui, 1992; Haywood, 2015). Like it or not, every individual, every company, every organisation develops a reputation that is based on peoples' perception of it over time (Doorley, & Garcia, 2015). Though reputation takes years to form, it can be ruined in an instant (van der Jagt, 2015). According to Gable (2018), key question for companies is whether they will passively let others form opinions about them or actively manage and maximise their most valuable asset. Put simply, a good corporate reputation attracts customers, investors and talented employees leading to higher profits and stock prices (Gable, 2018). And over time, companies that nurture their reputation enjoy a halo effect that makes people trust them and them the benefit of the doubt during rocky periods.

In tending their reputation, companies must fully understand the large cast of players that influence it and must measure the perceptions of those many stakeholders (Lewellyn, 2002). A company's good name can be affected for better or worse every time a customer sees a company truck, makes a phone call to a corporate office, or signs on to its website (Alsop, 2004). Reputation is not actively projected; it is earned. It is about acceptability and legitimacy to a much wider audience. Companies can have strong brands but weak reputations; and vice versa (Linstead, Maréchal & Griffin, 2014).

Chapter Summary

The chapter presented reviews of literatures related to the study. It was also underpinned by the image restoration theory due to its relatedness to the study's objectives. Empirical reviews conducted revealed that, employees in most organisations hold diverse perceptions in relation to the nature, and how the Electricity Company of Ghana, Tema South branch manages its corporate image and this could influence their job performance. As such, management of Electricity Company of Ghana, Tema South branch need to be mindful of perceptions customers and employees have about its current corporate image so as to make relevant reputational restoration regarding its corporate image.

CHAPTER THREE

RESEARCH METHODS

Introduction

The study sought to assess the corporate image management of Electricity Company of Ghana at Tema South branch. In light of this, this chapter discuss the research methods employed in the study in relation to research approach, research design, study area, population, sampling procedure, data collection instrument, data collection procedures, ethical consideration and data processing and analysis.

Research design

A research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the problem research. Diaz-Kope, Miller-Stevens and Henley (2019), defined research design as the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem hence it constitutes the blueprint for the collection, measurement, and analysis of data. Choosing a particular research design dependent on the approach or method of the study. Creswell (2014) identified three (3) key research approaches to include qualitative, quantitative and mixed approaches respectively.

A qualitative research approach explores for insights and understanding about an individual's perception of events. It is basically an inductive data analysis from themes and patterns, and from particular to general (Carroll & Booth, 2015).

Quantitative research is a systematic empirical investigation of observable phenomena via statistical, mathematical, or computational techniques. The objective of quantitative research is to develop and employ mathematical models, theories, and hypotheses pertaining to phenomena (Peter, 2018). This approach allows the study to collect and analyse data in quantitative terms in order to achieve its purpose. Lastly the mixed methods approach involves conducting a research that involves collecting, analysing and integrating quantitative and qualitative research. It is used when the study is intended to provide a better understanding of the research problem (Salaria, 2012). The appropriate approach to employ depends on the purpose of the study (Thornhill, Saunders & Lewis, 2009). The study employed the quantitative research approach as its goal is geared towards collecting and analysing data objectively.

Creswell and Creswell (2017) added that, the quantitative approach enables the use of quantitative tools such as descriptive and inferential in describing key issues in the study. This approach best suits the purpose of the study. In view of this, this approach gave room for the adoption of a research design. A research design consists of three major types/forms comprising exploratory design (qualitative study), explanatory/causal design (quantitative study) and descriptive design (mixed study) (Creswell, 2014; Saunders, Lewis & Thornhill, 2009). Exploratory research design focuses on collecting either secondary or primary data using an unstructured format or informal procedures to interpret them. Among all the three classified research designs, exploratory research designs incorporates the least amount of scientific method and rigor because of aims and structure. Some examples of exploratory research designs

include in-depth interviews, focus groups, and projective techniques. Explanatory design on the other hand involves quantitative analysis because it is geared towards establishing relationships between variables of which the study intends to attain. Practically, the study sought to examine relationship between factors and indicators of corporate image thus it is appropriate to adopt this design. Finally, the descriptive design is a design for which the purpose is to produce an accurate representation of persons, events or situations (Hair, Black, Babin, Anderson & Tatham, 2010).

Study Area

The study was carried out within the scope of Tema south district. Tema is a city on the Bight of Benin and Atlantic coast of Ghana. It is located 25 kilometers (16 mi) east of the capital city; Accra, in the region of Greater Accra. Tema is the eleventh most populous settlement in Ghana, with a population of approximately 161,612 people – a marked decrease from its 2005 figure of 209,000. The Greenwich Meridian (00 Longitude) passes directly through the city, Tema is locally nicknamed the "Harbor City" because of its status as Ghana's largest seaport. It consists of 25 different communities which are numbered accordingly with each of them having easy access to the basic amenities. Tema is a city constructed on the site of a small fishing village.

Tema was commissioned by Ghana's first president, Kwame Nkrumah, and grew rapidly after the construction of a large harbour in 1961. It is now a major trading Centre, home to an oil refinery and numerous factories, and is linked to Accra by a highway and railway. Tema became an Autonomous Council in 1974 and was elevated to the status of a Metropolitan Assembly in

December 1990. Tema metropolitan forms part of the sixteen (16) Metropolis, Municipalities and Districts in the Greater Accra Region.

Population

A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. Similarly, Creswell (2012), defined a population as a complete group of entities sharing particular features or characteristics. The population of the study comprised all electricity users in the Tema south district. The target population size was two hundred (200), these members were chosen due to their long use of electricity in the district. The study intended to use census technique and the response rate was seventy-seven (77) representing 39% of the 200 population.

Sampling Procedure

Given the relatively large number of electricity users in the district, any attempt to cover all of them would be practically difficult. In this regard, Cochran (2007) and Zayed (2018), argued that the basic idea of sampling is by selecting some elements in a population from which conclusions can be drawn about the entire population. Sampling is less costly, and less time-consuming (Thornhill, Saunders & Lewis, 2009). The simple random sampling technique was employed to solicit for information from all the customers. This tool was chosen in order to give each member an equal chance of being selected to participate in the study. Also, this technique is easy to use, provides fairness in selecting members and it is the most straightforward probability sampling technique (Creswell, 2014).

Data Collection Instrument

Based on the objectives of the study, a semi-structured questionnaire was employed to collect data from respondents. Thornhill, Saunders and Lewis (2009), stated that, semi-structured questions though structured, there is the opportunity to probe for details during questions administration contains both open-ended and closed ended questions. Semi-structured questionnaire is deemed appropriate for this study as compared to the others such as observation and interviews which are appropriate for qualitative study.

The questionnaire was basically structured in four (4) sections with Section A gathering information on the respondents' demographic characteristics. Section B also solicited for information from respondents in bid to answer the first objective in relation to how customers of ECG see the corporate image of the company through service delivery and the trust they have for the company? Section C solicited for information on the determinants of appropriate means of communication and channels exist for effective image sustenance and protection and lastly, section D solicited for information in relation to the company's management involvement in the management of the corporate image.

Validity and Reliability

According to Thornhill, Saunders and Lewis (2009), it is vital to collect empirical findings that replicate the reality of situations. One needs to be sure that data are easily accessible and also answer the research questions, hence the best way to evaluate a primary source is to use the concepts of validity and reliability. The reliability and validity of the research instrument were ensured by undertaking various approaches to validate and refine the instrument

(questionnaire), According to Rönkkö and Evermann (2013), the degree of reliability measures the extent to which data collection can be trusted. The result of reliability was 0.789 using Cronbach alpha.

Validity, on the other hand, deals with trustworthiness, in other words, it discusses how well the result of a study agrees with reality (internal validity) while, external validity talks about the degree of generalisability (Rönkkö, & Evermann, 2013). The degree of validity explains the extent to which data methods accurately measure what they are intended to measure. This was achieved by allowing two (2) research experts to scrutinise the questionnaire prior to its administration. These experts painstakingly went through each item in the questionnaire to ensure that each question answered what it was intended to measure. Many items/constructs on the questionnaire were then reconstructed with minor language adjustments to ensure clarity and thus validity. As such, all possible efforts were undertaken to ensure validity of the research instrument in bid to obtain relevant data for analysis.

Data Collection Procedure

Before the data collection exercise, the consent of the respondent at the Tema south district was sought. Also, an introductory letter was obtained from the Head of General Management, University of Cape Coast. Upon being granted permission, the questionnaires were then distributed and collected with the help of a trained and well-equipped assistant. This assistant is currently a national service personnel at the University of Cape Coast. The assistant carries out various research related activities in the university and as such, has adequate knowledge in regard to data collection.

The assistant was employed due to the difficulties associated with collecting data on time and also the need to provide further explanations to respondents who had challenges understanding some statements in the questionnaire despite efforts to ensure they were self-explanatory. A period of (8) weeks was allocated for the data collection, and this was because responses was solicited from the respondents from their homes. However, there were a lot of challenges associated with the exercises such as difficulty in allocating respondents, unwillingness of some of them to participate in the exercise and delays in returning completed questionnaires. Moreover, all efforts were made to correct the major problems in bid to attain a reasonable amount of data for analysis and generalisation of findings.

Ethical Considerations

The main rules of data collection according to Neuman (2014) are voluntary participation, right to privacy, anonymity and confidentiality. In relation to voluntary participation, none of the respondents were involved in the data collection exercise against their free will. This was achieved by informing the respondents to voluntarily participate in the exercise and thus none of them was forced to participate.

Also, right to privacy was achieved by allowing the respondents to fill the questionnaire on their own but left unclear statements unanswered for further explanations through their own convenient medium. Again, anonymity was ensured by not allowing respondents to indicate their names, contacts or other sensitive personal information on the questionnaire. Respondents were assured that none of their demographic characteristics would be leaked to the public domain. Moreover, confidentiality was also ensured by assuring

respondents that all information provided would be kept confidential and thus none of them would be used for purposes other than this study. In view of these, all ethical rules/considerations were met in the study.

Data Processing and Analysis

The data gathered from the field was first edited to check or examine the consistencies and discrepancies in the responses. It was then coded by using numbers to represent words and then processed using the Statistical Package for Social Sciences (SPSS) version 24. The processed data was then analysed using descriptive (frequencies and percentages) statistical tools. These tools were prompted by the research objectives.

Chapter Summary

The chapter discussed the research methods employed to achieve the study's purpose. The chapter therefore discussed key elements of research methods in relation to research design, population, sampling procedure, data collection instrument, validity and reliability, data collection procedure, ethical considerations and data processing and analysis. Descriptive statistical tools such as percentages, frequencies and percentages were used in bid to answer the research questions of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter discusses the results and presents the findings of the study. These results are guided by data collected through questionnaires. This chapter specifically entails sections in relation to: socio-demographic characteristics of respondents, perception about ECG, and the services rendered by ECG.

Socio demographic data of respondents

The first section of the questionnaire sought data about the demographic of the respondents and the results is presented in Table 1 below.

Table 4: Customer Demographics

Variable	Description	Frequency	Percent
Sex	Male	40	51.9
	Female	37	48.1
	Total	77	100.0
Age	20-29	15	19.5
	30-39	29	37.7
	40-49	23	29.9
	50-59	9	11.7
	60 And Above	1	1.3
	Total	77	100.0
Educational Background	Basic	5	6.5
	Secondary/Vocational/Technical	13	16.9
	Tertiary	59	76.6
	Total	77	100.0
Type of Meter in Use	Post-paid	33	42.9
	Pre-paid	44	57.1
	Total	77	100.0

Source: Field data, 2019

From Table 4, it could be seen that 40 of the respondents were males

representing (51.9%) and 37 were females representing (48.1%). In relation to age, 15 of the respondents were among the age group of 20-29 years representing (19.5%), again 29 falls among the age group of 30-39 years old representing (37.7%), a further 23 of the respondents fall among the age group of 40-49 years representing (29.9%), while nine of them fall in the 50-59 age group, representing (11.7%) with only one out of the total respondents being 60 years and above. Another finding about the demographic features is that only five of the respondents had basic education representing just about 6.5%, a total of 13 respondents had either Secondary, Vocational or Technical education representing (16.9%), those who completed tertiary education were fifty nine representing (76.6%). Finally, the demographic features also revealed that, 33 of the respondents used the post-paid meter, representing (42.9%), while 44 of the respondents used the pre-paid meter, representing (57.1%).

Table 5: Awareness of existence of Electricity Company of Ghana’s (ECG)

Customer Relations Department

Variable	Description	Frequency	Percent
Customers’ awareness of CR department	Yes	63	81.8
	No	14	18.2
	Total	77	100.0

Source: Field data, 2019

Table 5 presents the result on Customers awareness of an existing Customer Relations Department within the Electricity Company of Ghana. Sixty-three of the respondents answered that they were that ECG had a Customer Relations Department, representing majority percentage of (81.8%), whereas only 14 of the respondents indicated that they were not aware that ECG had a Customer Relations Department.

Table 6: Information of dissemination

Variable	Description	Frequency	Percent
Regularly informed by ECG	Yes	32	41.6
	No	45	58.4
	Total	77	100.0

Source: Field data, 2019

Table 6 presents the results of how ECG keeps its customers informed about events happening in the company which directly affects them. Thirty-two out of the respondents answered that ECG kept them informed of events happening in the company, representing about (41.6%), a total of 45 respondents indicated that ECG did not keep them informed of happenings in the company, representing (58.4%), more than half of the respondents.

Table 7: Means of informing

Variable	Description	Frequency	Percent
Means of informing	Radio	59	76.6
	Television	5	6.5
	Newspaper	9	11.7
	Others	4	5.2
	Total	77	100.0

Source: Field data, 2019

Table 7 presents the results of the ways through which the respondents who answered in affirmative that ECG keeps them informed of events, does so. Fifty nine respondents said that ECG kept them informed of events happening through the Radio, representing (76.6%), again, five respondents indicated the ECG kept them informed via Television, representing (6.5%), another nine respondents said ECG uses Newspaper to keep them informed of events,

representing (11.7%), four respondents indicated that ECG used other means to keep them informed of events, representing (5.2%).

Table 8: Understanding of ECG tariffs

Variable	Description	Frequency	Percent
Understanding of ECG tariffs	Yes	21	27.3
	No	56	72.7
	Total	77	100.0

Source: Field data, 2019

Table 8 presents the results of customers understanding of the tariffs charged by ECG. The table shows that twenty-one of the respondents understood the tariffs charged by ECG representing about (27.3%), while fifty-six of the respondents indicated that they did not understand the tariffs charged by ECG representing (72.7%).

Table 9: Complaints by customers

Variable	Description	Frequency	Percent
Complaints			
Have you Ever reported a problem at Tema Branch of ECG	Yes	71	92.2
	No	6	7.8
Which office?			
	Community 1	50	64.9
	Community 12	13	16.9
	Community 4	1	1.3
	Any other	13	16.9
	Total	77	100.0

Source: Field data, 2019.

Table 9 sought to find out if respondents had ever gone to the ECG office within the Tema community to lodge a complaint before. Seventy one respondents indicated that they had ever reported a complaint with an ECG office within the Tema Communities, representing (92.2%), also six

respondents indicated that they had not reported a problem at any ECG office within the Tema community, representing (7.8%), however a total of 6 respondents did not indicate at all whether they had ever gone to an ECG office within Tema to report a problem.

From Table 9 the results of which of the Tema communities respondents had lodged their complaints with shows that, fifty respondents indicated that they lodged their complains with the ECG office at Tema Community 1, representing (64.9%), thirteen respondents also indicated that they lodged their complains with the ECG office at Tema Community 12, representing (16.9%), again one respondent, representing (1.3%) indicated that they lodged their complaints with the ECG office at Tema community 4, another thirteen respondents indicated that they lodged their complains with ECG offices outside the Tema Community, whereas 5 respondents did not indicate at all which of the Tema Communities or “Any other” ECG office where they lodged their complains with, representing (6.5%).

Table 10: Type of complaints

Variable	Description	Frequency	Percent
Type of complaint lodged	Meter Fault	33	42.9
	Power Outage	19	24.7
	Challenge with Bill Received	25.5	32.5
	Total	77	100.0

Source: Field data, 2019

Table 10 indicates the results of the type of complaint which was lodge at the office. Thirty-three of the respondents responded that they lodge the complaint about a fault with meter, representing (42.9%), nineteen also complained of

Power Outage, representing (24.7%), while a further twenty six respondents complained of challenges with Bill received from ECG, representing (32.7%)

Table 11: Reception by the staff ECG

Variable	Description	Frequency	Percent
Were you well received by the staff of the company?	Yes	62	80.5
	No	15	19.5
	Total	77	100.0

Source: Field data, 2019

Table 11 sought to find out the kind of reception given by the staff of ECG to respondents who lodged complaint at the office. A total of sixty-two respondents indicated that they were well received by staff of ECG when they lodged their complaint, representing (80.5%), fifteen of respondents however responded that they were not well received by the staff of ECG when they went to lodge their complaint.

Table 12: Time interval between complaint and response

Variable	Description	Frequency	Percent
Time taken to address complaint	Same day	38	49.4
	Within a week	27	35.1
	Within a month	7	9.1
	Others	5	6.5
	Total	77	100.0

Source: Field data, 2019

Table 12 presents the results of the time it takes for ECG to respond to complaints lodged by customers. Thirty eight respondents indicated that their complaints were addressed that same day the complaints were made, representing (49.4%), twenty seven respondents answered that ECG addressed

their complaints within a week of reporting, representing (35.1%), another seven respondents indicated that it took ECG a month to address their complaints, representing (9.1%), while only five respondents indicated “others”, representing only (6.5%), meaning it took ECG over a month to address their complaints.

Table 13: Satisfaction with the way your complaint was handled

Variable	Description	Frequency	Percent
Satisfaction with how staff handled complaints	Yes	58	75.3
	No	19	24.7
	Total	77	100.0

Source: Field data, 2019

Table 13 sought to find out how satisfied respondents were with the way their complaints were handled by the staff of ECG. Fifty-eight respondents indicated that they were satisfied with the way the staff of ECG handled their complaints, representing about (75.3%), while nineteen respondents indicated that they were not satisfied with the way the staff of ECG handled their complaints, representing (24.7%).

Table 14: Courteous and responsive staff to complaints

Variable	Description	Frequency	Percent
Courtesy and responsiveness of staff	Yes	63	81.8
	No	14	18.2
	Total	77	100.0

Source: Field data, 2019

Table 14 presents the results of how respondents see staff of ECG to be courteous and responsive to complaints. Sixty-three of the respondents indicated that they saw the staff of ECG to be courteous and responsive to

customer complaints, representing a total of (81.8%) while fourteen respondents indicated that staff of ECG were not courteous and responsive to their complaints.

Table 15: Checks by ECG staff

Variable	Description	Frequency	Percent
Checks visits by ECG staff	Yes	44	57.1
	No	33	42.9
	Total	77	100.0

Source: Field data, 2019

Table 15 presents the results of whether the staff of ECG visit respondents' premises to check on their power usage and also ascertain their challenges faced. Forty four respondents answered that staff of ECG visited their premises to check on their power consumption and also check on any challenges they were facing, representing about (57.1%), while thirty three respondents indicated that staffs of ECG did not visit their premises to check on their power consumption and also any challenge they were facing, representing (42.9%). Thus, it can be said that though ECG are doing the best they can checking more than half of their customers there is still more room for improvement.

Table 16: Frequency of checks

Variable	Description	Frequency	Percent
If yes, how often?	Monthly	58	75.4
	Quarterly	13	16.9
	Annually	6	7.8
	Total	77	100.0

Source: Field data, 2019

Table 16 presents the results of the frequency of checks by staffs of ECG on the power usage and challenges faced by respondents. Fifty eight respondents indicated that ECG staff checked their premises monthly, representing (75.4%), again, thirteen respondents said that ECG staff checked their premises quarterly, representing (16.9%), a further six respondents indicated that ECG staff visited their premises annually to ascertain their power usage and check on their challenges faced.

Table 17: Level of satisfaction with the services of ECG

Variable	Description	Frequency	Percent
Rating of satisfaction with ECG's services	Very satisfied	3	3.9
	Satisfied	46	59.7
	Not satisfied	21	27.3
	Not Very satisfied	7	9.1
	Total	77	100.0

Source: Field data, 2019

Table 17 presents the results of how respondents rate their satisfaction level with respect to the services rendered by ECG. Three respondents indicated that they were “very satisfied” with the services of ECG, representing (3.9%), another forty six respondents indicated that they were “Satisfied”, representing (59.7%), however twenty one respondents indicated that they were “Not satisfied” with the services provided by ECG, representing (27.3%), again a further seven respondents indicated that they were “Not very satisfied” with ECG’s services, representing (9.1%).

Table 18: Description of ECGs’ service delivery

Variable	Description	Frequency	Percent
Description of ECG in terms of service delivery	Very good	3	3.9
	Good	50	64.9
	Poor	14	18.2
	Very poor	10	13.0
	Total	77	100.0

Source: Field data, 2019

Table 18 presents the results of respondents’ description of ECG’s service delivery. Three respondents described ECG’s service delivery as “Very good”, representing (3.9%), again fifty respondents described ECG’s services as “Good”, representing about (64.9%), whereas fourteen respondents described the services of ECG as “Poor”, representing (18.2%), a further ten respondents described ECG’s services as “Very poor”, representing (13.0%).

Table 19: Perception about staff of ECG

Variable	Description	Frequency	Percent
How do you see the staff of the company?	Very cordial	3	3.9
	Cordial	68	88.3
	Not Very cordial	6	7.8
	Total	77	100.0

Source: Field data, 2019

Table 19 presents findings as to how respondents saw the staff of ECG to be cordial. Three respondents indicated that staff of ECG were “Very cordial”, representing (3.9%), again sixty eight respondents said that staff of ECG were “Cordial”, representing about (88.3%), however only six respondents said that ECG’s staff were “Not very cordial”, representing (7.8%).

Table 20: Reliability of ECG

Variable	Description	Frequency	Percent
How will you rate ECG in terms of reliability?	Very reliable	2	2.6
	Reliable	53	68.8
	Unreliable	19	24.7
	Very unreliable	3	3.9
	Total	77	100.0

Source: Field data, 2019

Table 20 presents the results of how respondents rate ECG in terms of reliability. Two respondents indicated that ECG was “Very reliable”, representing (2.6%), fifty three respondents also indicated that ECG was “Reliable”, representing (68.8%), whereas nineteen respondents indicated that ECG was “Unreliable”, representing (24.7%), and three respondents said that ECG was “Very unreliable”, representing only (3.9%).

Table 21: Perception of EGC’s efficiency

Variable	Description	Frequency	Percent
How will rate ECG in terms of efficiency?	Very efficient	1	1.3
	Efficient	56	72.7
	Inefficient	18	23.4
	Very Inefficient	2	2.6
	Total	77	100.0

Source: Field data, 2019

Table 21 presents results on respondents rating of ECG’s efficiency. One respondent said that ECG was “Very efficient”, representing about (1.3%), another fifty six respondents indicated that ECG was “Efficient”, representing (72.7%), however eighteen respondents said that ECG was “Inefficient”,

representing (23.4%), with only two respondents indicating that ECG was “Very inefficient”, representing about (2.6%).

Table 22: Preference of an alternative company to ECG

Variable	Description	Frequency	Percent
Preference an alternative company to ECG when given chance	Move away	11	14.3
	Stay with	53	68.8
	Undecided	13	16.9
	Total	77	100.0

Source: Field data, 2019

Table 22 presents results of respondents’ preference of an alternative company to ECG when given the chance. Eleven respondents indicated that when given the chance of the use of an alternative company other than ECG, they would move away, representing (14.3%), Fifty three respondents indicated that they would stay with ECG, representing (68.8%), whiles thirty respondents indicated that they were undecided about whether to move away or stay, representing (16.9%).

Table 23: Preparedness to pay more for true efficiency from ECG

Variable	Description	Frequency	Percent
Preparedness to pay more for true efficiency from ECG	Yes	34	44.2
	No	43	55.8
	Total	77	100.0

Source: Field data, 2019

Table 23 presents results on whether respondents were prepared to pay a little more for ECG to be efficient, assuming that they will be truly efficient. Thirty-four respondents indicated that they were prepared to pay extra for ECG to be

efficient, while forty-three respondents said they were not prepared to pay a little more for ECG to be truly efficient.

Chapter Summary

This chapter presented the results and discussion of the study's data in relation to the objectives. The chapter also presented the demographic features of the respondents. Specifically, the chapter presented discussion on customers' perception about how customers of the company see the corporate image of the company through service delivery and the trust they have for the company, whether appropriate means of communication and channels exist for effective image sustenance and the company's management involvement in the management of the corporate image. The next chapter presents the study's summary, conclusions and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary of the main findings, conclusions drawn from the findings and recommendations for policy consideration and suggestions for further research.

Summary

The purpose of the study was to assess the Corporate image management of Electricity Company of Ghana Tema South branch, in the Greater Accra region of Ghana. Specifically, the following objectives were developed to: determine how customers of the company see the corporate image of the company through service delivery and the trust they have for the company; determine if appropriate means of communication and channels exist for effective image sustenance and protection and determine the company's management involvement in the management of the corporate image.

The study employed the quantitative research approach and the descriptive research design due to the purpose of the study. The semi-structured questionnaire was used to gather data from a randomly sampled members from a target population of 200 longest customers of the Electricity Company of Ghana Tema South branch, Greater Accra Region of Ghana. The data obtained was processed using IBM SPSS Statistics version 24 and analysed using descriptive tools including frequencies and percentages which were displayed in tables.

Major findings

The following were the major findings of the study:

- In relation to the first objective, of awareness of existence of Electricity Company of Ghana's (ECG) Customer Relations Department the study found that, majority of the customers were not aware of the existence of a Customer Relations Department the Electricity Company of Ghana office at Tema South. This is because, majority of the respondents agreed that they had not had any interaction from the Customer relations department. This implies that, the nature of work done by the customer relations department at the Electricity Company of Ghana Tema South branch is less visible to customers who are the focus of such work.
- In relation to the second objective, the study found that, more than half of the customers indicated that ECG did not regularly keep them informed of events happening in the company which directly affects them. Furthermore, of those that indicated that the company kept them informed, majority of them said the means of information was via radio. Again, majority of the customers who were queried on their understanding of the tariffs charged by Electricity Company of Ghana indicated that they did not understand the tariffs charged by ECG. Moreover, majority of the customers indicated that in one way or the other they had ever gone to the ECG office within the Tema community to lodge a complaint before, with majority of those complaints being about faulty meters from the company, followed by challenges with bills received and power outage and surprisingly, majority of the customers indicated they were well received by staff of ECG and the time interval

it took for ECG to respond to complaints lodged was within the same day. This implies that most of the staff of ECG were responsive to customer complaints and very receptive.

- In relation to the third objective, the study found that majority of the customers were quite satisfied with the way their complaints were handled by the staff of ECG. Moreover, most of the customers indicated the staff of ECG were very courteous, responsive and cordial. Again, majority of the customers indicated that the staff of ECG visit their premises to check up on them frequently every month. Furthermore, majority of the customers of the Tema South branch of ECG indicated that they were satisfied with the company's services and that the services rendered to them was good. Finally, majority of the customers indicated that ECG was efficient in its service delivery, and that they were prepared to stay with ECG given an alternative to move to another company and even to pay more to improve the current efficiency levels of ECG if need be. This implies that ECG Tema South branch was doing quite impressively well in terms of customer satisfaction though they still have more room for improvement.

Conclusions

This study provided an overview and relevant discussion on corporate image management within academic literature. It has brought to bear relevant information that could inform policies in relation to corporate image management at Electricity Company of Ghana, a reputable health institution within the Tema South Metropolitan district of the Greater Accra Region of

Ghana. Based on the findings of the study, the following conclusions are hereby drawn:

- The quality of how customers of the company see the corporate image of the company through service delivery and the trust they have for the company is primarily centred on its ability to, meet expectation and be responsive to their needs through customer relations. The study's result supports previous empirical studies that indicate that, every organization has a corporate image, whether it wants one or not, and that when properly designed and managed, the corporate image will accurately reflect the level of the organization's commitment to quality, excellence and relationships with its various constituents including current and potential customers, employees and future staff, competitors, partners, governing bodies, and the general public.
- The goal of an appropriate means of communication and channels exist for effective corporate image sustenance and protection. Thus, customers expect the purpose of the company's customer relations to regularly keep them informed and updated via means such as radio, TV and others. The study's result supports previous empirical studies that indicate that, employees could have positive corporate image about a company if its purpose meet these key requirements. The study concluded that, customers of Tema ECG South branch hold positive corporate image or perceptions towards the company.
- Finally, the involvement of all staff and management in overall cordial relations, regular checks, service delivery, and effective handling of complaints makes customers prepared stay with ECG given an

alternative to move to another company and even to pay more to improve the current efficiency levels of ECG if need be. The study's result supports previous empirical studies that corporate image management is a key contributor to enhanced performances of any organisation in Ghana including public institutions like Electricity Company of Ghana. Therefore, failure to manage corporate image could lead to adverse implications for the ECG Tema South branch.

Recommendations

On the strength of the research findings and conclusions made, the following recommendations were made.

- Corporate image management is a key contributor to enhanced performances of any organisation in Ghana including public institutions like Electricity Company of Ghana, thus the ECG Tema South branch and other similar district should improve upon the knowledge of the existence of its public relations department so as to foster or attract and maintain relationships with customer in order to prosper in an increasingly competitive and constantly changing global market place.
- Corporate image management has serious implications for customer employee motivation and allocation of resources. Thus, failure to identify customers' perception of the company's corporate image could threaten their motivation and invariably performance levels. The study, therefore, recommends that, management of ECG at Tema South should adopt more innovative strategies to improve their corporate image. These strategies could include organising regular training programmes and workshops to enlighten the staff on the importance of maintaining a

good corporate image. Also, reward incentives could be given to staff who contribute effectively to the improvement of the corporate image of the company. This could help boost their morale in terms of ensuring that the company's image is enhanced. Furthermore, because corporate image management is crucial, organisations including ECG Tema South branch are encouraged to continuously look for different strategies to enhance their corporate image.

- The extent to which customers are satisfied with the Electricity Company of Ghana, Tema South branch's services could influence the performance levels of the company in terms of volume of sales generated. Highly dissatisfied customers due to perceived poor corporate image could pose threats to the survival of any organisation. The study, therefore, recommends that, ECG at Tema South branch should periodically review their customer relations policies and manage their corporate image in a bid to make it more innovative, customer friendly and generally attractive to customer. The periodic review could be done on monthly or quarterly basis in order to constantly meet changing trends. This would help obtain maximum customer satisfaction with the service delivery of the company and consequentially their corporate image.

Suggestions for Further Research

Although the study provides useful insight into corporate image management specifically ECG Tema South branch, the results cannot be generalised to the entire energy sector in Ghana. This is because, the study focused only on the perceptions of customers of ECG Tema South branch and

thus their perceptions do not reflect the general state of affairs across other customers of ECG branches in other districts. The study therefore recommends that, future research should focus on a broader research by including other customers of the company in the country.

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APPENDIX

University of Cape Coast
College of Humanities and Legal studies
School of Business
Department of Human Resource Management

QUESTIONNAIRE

Dear Sir/Madam,

I am Akonnor, a Master student from the Department of Human Resource Management, UCC. I am carrying out my Dissertation work on the topic “**Corporate Image Management of Electricity Company of Ghana Tema South District Branch**”. Your views are very much important to the study. Every information you provide would remain highly confidential. Thanks for accepting to participate in the study

Questions for Employees of the company

1. Are you satisfied with the image of your company?
2. Does the company have clear objectives about what its image wants to convey?
3. Is there a budget to promote the image of the company?
4. Will you want a public relation firm to work with your company to analyse the market place and promote your company aggressively?
5. Does everyone in your organization approve of, understand, and support the present image of the organization?
6. Does your company set specific social goals in addition to corporate goals?
7. Do you know who your important publics are?
8. Has your organization carried out a survey to determine who your important publics are?
9. Has your organization surveyed various publics about your corporate image?
10. Are you comfortable about the public view of your corporate image?
11. Does your company maintain a central communication or media office?
12. Is the office well-staffed with a manager, government relations officer, writers, spokespersons, and sufficient clerical support?
13. Does the office handle media such as:
 - a) Press releases?
 - b) News conferences?

- c) Promotional literature?
- d) Approving interviews to press?

14. Is newsworthy information fed into this office through an established network?
15. Is this media office prepared or can it respond quickly to crisis situations?
16. Does the media office handle the press openly, honestly, and consistently?
17. Can your media office personnel handle live television conferences, briefings, or interviews?
18. Do stories or information clear the media office so that a single and consistent viewpoint is relayed to the media?
19. Does your communication office actively seek contact with the local media?
20. Does your communication office keep local media informed?
21. Does your communication office maintain a conference room or area for media events, especially press conferences?
22. Are your spokespersons well prepared to appear on television?
23. Have they received media training such as television preparation seminar?
24. Do corporate spokespersons consistently relay a basic message which appears single purposed and to the point?
25. Does your company has a customer relation department?
26. Does the company has a programme that details out how to handle customer complaints?
27. Does the company maintain a customer complaint log?
28. Does the company monitor personnel who respond to customers?
29. Does the company train employees in how to handle customers?
30. Has the company a slogan or theme to convey its goals to customers?

Questions for Customers

1. Are you aware that the Electricity Company of Ghana, Tema Branch, has a Customer Relation Department?
2. Does ECG keep you informed about events happening in the company that directly affect you?
3. Do you have easy access to the company?
4. Are you satisfied with the way customer complaints are handled by the company?
5. Do you find the staff of the company courteous and responsive to complaints?
6. Do you understand the work of Electricity Company of Ghana?
7. Are you satisfied with the office environment of the company?
8. Are you aware of the causes of power outages in the City?
9. Do the staff of the company visit your premises to check on power usage and also ascertain your challenges?
10. Are you satisfied with the services of the company?
11. Is it easy to access the services of the company?
12. In two (2) words, how do you see the company?
13. In two (2) words, how do you see the staff of the company?
14. Do you find ECG reliable?
15. Given the chance of an alternative company will you change ECG?
16. Are you prepared to pay a little more for a better service from ECG?
17. Do you find the management of ECG to be efficient?
18. Given the chance, would you want to work for ECG?
19. What comes to your mind anytime you hear of ECG?
20. What change will you recommend for ECG?

Questions for Management

1. Does management promote the corporate image of the company?
2. Does management send clear signals about economic and social corporate goals to:
 - (a) employees?
 - (b) the community?
 - (c) customers?
3. Do managers know about and fully use media sources to promote corporate image?
4. Are your corporate leaders and managers active in:
 - (a) professional associations?
 - (b) community social and civic groups?
 - (c) political and government affairs?
 - (d) other organisations that help promote image?
5. Does management attempt to help employees understand their jobs as part of the total corporate mission?
6. Does management support quality in product and service delivery?